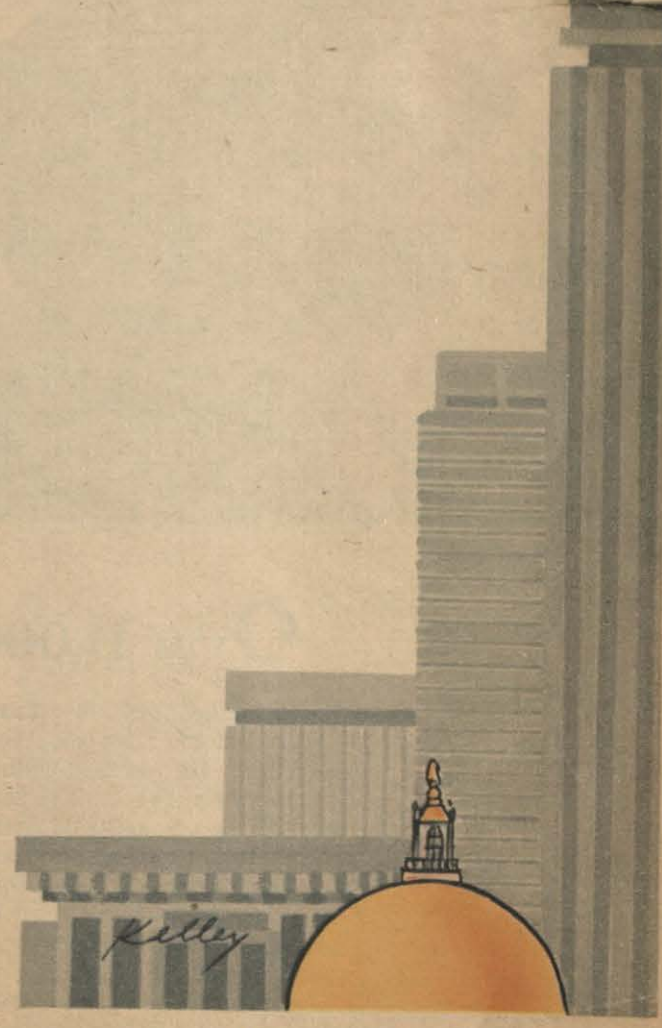
TOWARD A SUPERCITY



Boston Globe
MAY 21, 1967
Advertising Supplement

HISTORY OF CITIES- BOSTON

Over 11,000 people work in Sylvania, Mass.

Sylvania's got a big family in Massachusetts. In Salem, Ipswich, Waltham, Bedford, Woburn, Danvers, Needham, Wakefield, West Roxbury. It stands to reason. Sylvania started in Massachusetts 65 years ago.

Both lighting and electronics are pioneering industries. The people here are pioneers. They've taken the bull by the horns and gotten things done ever since Paul Revere.

Working together, we've come up with amazing lighting innovations such as the new METALARC/C that brings natural outdoor light indoors. At our Commercial Electronics Division, our KARTRAK® ACI system lets railroads check the location and destination of every one of their freight cars. Our Electronic Systems Division developed Ground Stations for commercial and military satellite communications. Our Photolamp Division recently invented the outstanding Flashcube that lets you take 4 flash pictures without changing bulbs.

No wonder we're stay-at-homes. We employ Massachusetts people, buy from Massachusetts industry, support Massachusetts educational and cultural activities. We're at home here.

SYLVANIA

SUBSIDIARY OF GENERAL TELEPHONE & ELECTRONICS GT&E

DCA

...gets the job done

Urban housing for the New Boston.

Good neighborhoods make a good city. Creating good neighborhoods takes the professional know how of an experienced development firm. DCA is equipped to do the whole job.

...DEVELOPER: Formulates project proposals and feasibility studies; secures financial commitments and approval of federal and local agencies.

...DESIGN COORDINATOR: Associated with America's foremost architectural firms to achieve design distinction consistent with the realities of construction and finance.

...BUILDER: With a record of successful performance in diversified housing construction; accepts the challenge of new methods and technology to achieve better housing at lower cost.

...MANAGER: Accepts responsibility for the long term operating success of housing it develops and brings this experience to bear upon the planning of new programs.

...INVESTOR: A record of capital investment in urban housing demonstrates confidence in the success of the residential renewal of our cities.

Housing is important to the New Boston; DCA is proud to do its part!

DCA *Hudson Towers, South Cove Renewal Area, Boston,* Moderate income cooperative housing.

DCA *Academy Homes, Washington Park Renewal Area, Boston.* Moderate income cooperative housing — construction innovation and industrial production — for better housing at lower cost.

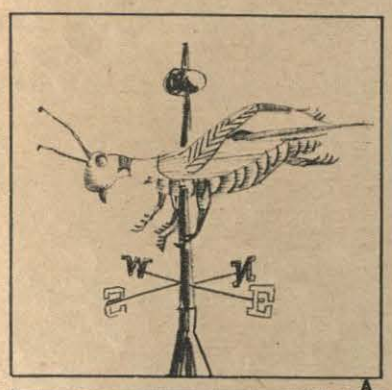
Development Corporation of America

Boston, Massachusetts

DCA *Marksdale Gardens, Washington Park Renewal Area, Boston.* Non-profit, low rental housing — family living in the city.

DCA *Lewis Wharf, Waterfront Renewal Area, Boston.* Housing elegance — in an exciting urban environment — on the New Boston Waterfront.

where's Boston getting all this new energy? from her old flame!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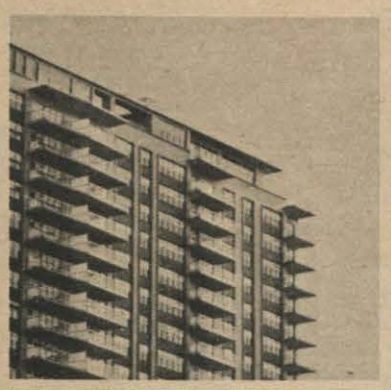

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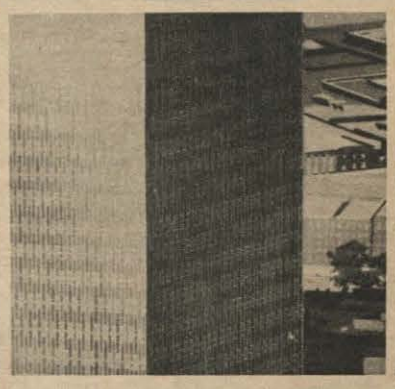

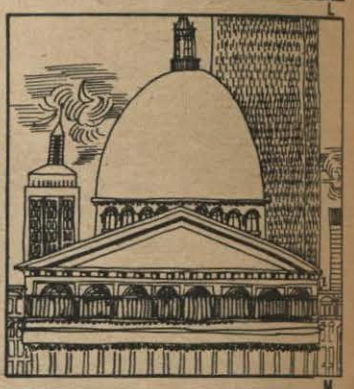
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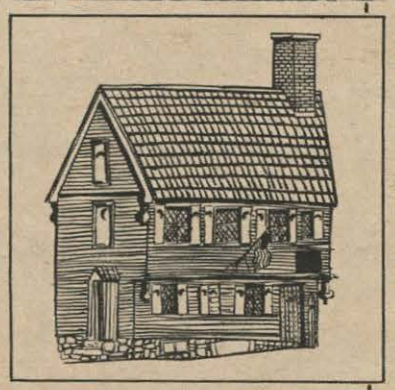
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Boston Gas is flirting with a lot of new ideas to help the Hub keep things happening . . .

Space Age Home Power Package. Boston Gas is co-sponsoring the development of a fuel cell power plant that operates on Natural Gas. This ingenious device will produce low-cost electric power directly from Gas in your own home! The fuel cell power plant will also provide year-round temperature and humidity control. And, highly important, it will reduce air pollution, as well as conserve natural resources.

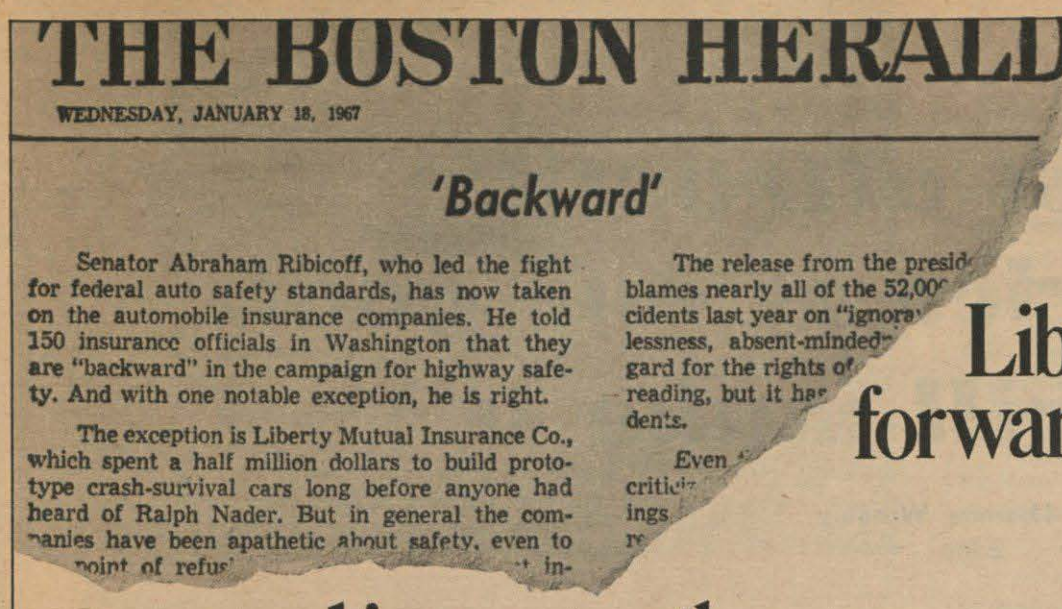
Total Energy for Industry. Boston Gas has already taken the total energy idea into industry, by producing all forms of energy, heat, light and power from Gas. One company using this total energy concept is Merriman, Inc. in Hingham, maker of marine hardware and textile machinery parts. At Merriman, Gas fires the furnaces, controls heat-treating ovens, generates electricity, provides heat and air conditioning.

Cleaning Up Our Air. Everytime we convert a customer from old-fashioned heating fuels to Natural Gas, we are helping to clean up Boston's air. Moreover, Gas research people are continually coming up with new ways people can use clean burning Natural Gas — the fuel that fights air pollution! One way we've discovered is to employ more Gas-fired equipment for incineration of refuse. Another is to proceed in developing a fuel cell power plant.

In fact, our concern for clean air has prompted us to put exhaust control devices on all new and replacement cars and trucks.

Bostongas

Picture credits: **A.** *Faneuil Hall Weathervane;* **B.** *Beacon Hill Gas Lamp;* **C.** *Proposed Health, Welfare and Education Service Center Complex;* **D.** *Tremont-on-the-Common;* **E.** *Logan Airport;* **F.** *One Center Plaza;* **G.** *New England Aquarium — Cambridge Seven Associates, Inc.;* **H.** *Sheraton-Boston Hotel;* **I.** *New State Office Building;* **J.** *Paul Revere's House;* **K.** *Prudential Tower;* **L.** *John F. Kennedy Federal Office Building — Joint Venture: The Architects Collaborative Inc. and Samuel Glaser Associates;* **M.** *State House;* **N.** *George Washington Statue, Public Garden;* **O.** *Public Garden Swan Boats.*



THE BOSTON HERALD

WEDNESDAY, JANUARY 18, 1967

'Backward'

Senator Abraham Ribicoff, who led the fight for federal auto safety standards, has now taken on the automobile insurance companies. He told 150 insurance officials in Washington that they are "backward" in the campaign for highway safety. And with one notable exception, he is right.

The exception is Liberty Mutual Insurance Co., which spent a half million dollars to build prototype crash-survival cars long before anyone had heard of Ralph Nader. But in general the companies have been apathetic about safety, even to point of refus[illegible] in-

The release from the presid[illegible] blames nearly all of the 52,00[illegible] cidents last year on "ignora[illegible] lessness, absent-minded[illegible] gard for the rights of[illegible] reading, but it has[illegible] dents.

Even [illegible] critici[illegible] ings [illegible] r[illegible]

Liberty Mutual moves forward in highway safety...

...and in many other ways.

It's gratifying to be singled out as the company that has gone *forward* in contributing to auto safety.

But this is just one of the ways in which our work benefited our policyholders and the public in 1966.

Among others:

We paid workmen's compensation to injured workers.

We paid doctors and hospital bills.

We aided in the rehabilitation of injured workers.

We paid for repairs to damaged automobiles.

We paid for homes and property destroyed by fire, wind and other perils.

We defended our policyholders against exaggerated or unjustified claims.

We demonstrated practical ways to prevent injuries and losses in factories and homes as well as on the highways.

We provided employment for 12,000 people.

In doing our job, we spent the following sums of money —

for injuries to people and for damaged or destroyed property . .	$230,876,000
for medical and hospital expenses	78,888,000
for employee salaries	77,468,000
for federal, state and local taxes	20,414,000
and we returned dividends and savings to our policyholders . . .	74,139,000

An insurance company — particularly Liberty Mutual — is a lot more than just a balance sheet and earnings statement — but if you would like to see ours, we'll be glad to send you a copy of our 1966 Annual Report.

We'll also be glad to tell you more about why Liberty Mutual is the nation's leading writer of Workmen's Compensation and one of the leaders in automobile insurance — and how we have consistently produced savings for businessmen, homeowners, and automobile owners.

LIBERTY MUTUAL®

LIBERTY MUTUAL INSURANCE COMPANY • LIBERTY MUTUAL FIRE INSURANCE COMPANY — HOME OFFICE: BOSTON

"the most attractive city in America is our goal, and we will make it"

By Thomas Winship
Editor

IN 1967 the program to renew Boston stands at the halfway mark.

To see how well we are doing the job, one has first to look backwards, then canvass what *is* happening and is *not* happening and finally, look at the future targets.

That is what the Boston Globe attempts in this special report.

The big push began in 1959, and the completion date, we all hope, will be April 19, 1975.

On that day we expect guns will boom in Boston Harbor to welcome the arrival of the President of the United States, the Queen of England, the Governor of Massachusetts and the Mayor of Boston to open the next World's Fair—Freedom '75. What a glorious impetus to finish up the New Boston in style. The most attractive city in America is our goal, and we will make it.

It is hard to believe that it was only eight years ago when a group of worried Boston businessmen held a memorable secret meeting in the basement boardroom of the Boston Safe Deposit and Trust Company on State Street.

Banker Ralph Lowell presided. The subject: Must Boston go into bankruptcy to solve its fearful financial crisis? And if so, should they stand by as receivers?

"What the hell," said one participant who was one of the town's most prominent bankers, "We might just as well fold the whole show and put it to a Commission form of government."

Things were that bad in mid-1959 in Boston. Confidence in the city's future was zero. Young people were fleeing by the hundreds because the action was elsewhere.

There was a city election that year, and a relative unknown, John Frederick Collins, a 39-year-old polio victim in a wheelchair surprised just about everybody by winning. His election spoke of the desperation of the Boston voter. They wanted a New Deal. Collins' first big move was persuading 38-year-old Edward J. Logue, to leave New Haven and give Boston a dose of the same highly publicized redevelopment treatment he had been serving up in New Haven.

The Collins-Logue team hit town at the right moment. They were a fresh force to build on the yeoman groundwork laid by Collins' predecessor, Mayor John B. Hynes. Hynes had done well the preliminary work on Boston's two biggest projects—the Prudential and Government Centers—at a time when redevelopment was a word in Boston and in Washington.

Things began to happen.

Bankruptcy talk died out.

Collins presented a city-wide redevelopment master plan at the Old South Meeting House. After 90,000 hours of debate and fights in neighborhood meetings, City Council chambers, in newspaper offices and on Beacon Hill, Boston adopted the plan. Five years later Boston was making urban renewal history, and still is. Boston was being held up as having the nation's second largest program; certainly its most imaginative.

Because Collins and Logue felt time had run out on restoring confidence—and tax revenue—to Boston, they put ten areas of city under redevelopment simultaneously. This was an entirely new approach. Government Center, Castle Square, Charlestown, the Waterfront, Washington Park projects . . . they are all working and will be for some years to come.

Boston's Negro Community finally won examination and major surgery in the form of clearance, new low and middle income housing, new shopping centers and an exciting new youth center.

For drama, no city could match Boston's new City Hall, the result of a world-wide architectural contest.

A new Aquarium on the waterfront becomes a reality this year.

A TOTAL face lifting of Boston's downtown shopping area was agreed upon this Spring. At last Boston will have an attractive pedestrian Shoppers' Mall criss-crossing the crowded store area—and many more parking spaces. An exciting shopping hub is on the way.

Attractive new apartments sprang up everywhere and are still going up—meaning one important fact: that the decline in city population has stopped.

So much else is happening.

The city's subway system at last is moving into the suburbs. We will have a south, west and northern suburban line. Our third belt highway—Route 495—will be finished before too many more years. The Inner Belt will go forward.

The NASA electronics center in Cambridge is under construction, and this will be a more durable anchor for the area's great electronics industry than the Moon Lab is for Houston's economy.

The Kennedy Institute for Politics and the Memorial Library will become another magnet for Boston. The Kennedy Institute already has attracted many intellectuals and high government people to Boston. The meaning of this further melding of politics and brains in our own backyard is vastly underrated.

The M.I.T.-Harvard Joint Center for Urban Studies has "discovered" Boston, and is conducting several useful studies and projects on Boston. This took a long time coming. Other "marriages" are happening all over the city.

Businessmen are learning not to look upon all political figures as "dirty politicians" and vice versa.

University intellectuals are involving themselves more and more in Boston's economic, political and social problems. There is an especially heavy contribution of Cambridge brains to easing Negro problems.

City and suburban leadership is merging, if slowly.

Communications between the Negro and White communities continue to improve.

THE political climate on the state and city level has improved immeasurably. Lord knows we had no place to go but upwards. The important point is that the state did not run away from the problem. It established a powerful Citizen's Crime Commission with unprecedented powers to investigate and to turn up evidence for indictments. It did both. The commission never got the public support it deserved. But it did have great cleansing effects, most significant of which was inducing the Legislature to pass scores of reform measures.

And most important of all that is happening in Boston is the new attitude of young people toward the city. No longer is it considered fashionable to go to New York or Chicago, St. Louis or San Francisco—anywhere but Boston—for a successful professional career and a lively life. They now find "action" here. And it is thrilling to see them becoming a part of the rebuilding of this very old and culturally-rich city.

The emergence of Boston as one of the half-dozen most "alive" centers in the nation is the most powerful ingredient going for the New Boston.

It is just as well there is some motion, enthusiasm and progress in Boston, because the agenda of unfinished business is long.

Top of the list is the city's public school system.

Boston schools have many more problems than those in many nearby suburbs. The city school system is a victim of poor administration, outmoded Boston attitudes and ward politics. School construction since World War II has been almost non-existent and de facto segregation has further blighted the school system. This year several signs of hope have appeared. The Legislature gave the city a super agency that should be able to build schools. A campus style high school is ready to start in the Roxbury area. The state racial imbalance law has forced moves to speed de-segregation and the School Committee deliberations have become slightly more civilized. The business community, too, is bringing pressure on the school impasse.

Nothing will help the economics of the New Boston more than a drastic improvement in the school system. There's no point in glossing over the hard fact that the campaign to improve Boston schools has been close to a flop during the last 10 years. Unless we do improve public education, the city could lose more and more of its middle-income families, the young parents with children, who are needed to keep Boston a well-balanced community. It is that simple.

A related area of unfinished business is, of course, giving a far better break to the Negro community. Housing still is in desperately short supply. Our poverty program has suffered the nationwide heartaches—a cutback in funds which means unfulfilled promises. This has hit Negroes harder than any other group. But the big plus in the situation is how everyone is keeping in touch with each other much better than in the past.

You can point to a broad range of Negro-initiated activities that have sprung up in the past year or two, easing community tensions, heightening Negro self-respect, and increasing Negro opportunities in all areas of community life.

Negroes built their own school busing program, Operation Exodus; established an integrated community private school in Roxbury; formed a community school board to study public school curriculum complaints.

Negroes attacked Negro unemployment through Opportunities Industrialization Center, a community-run job training center.

Negroes launched an experiment into new ways of communicating in low-income areas, the New England Grass Roots Organization (NEGRO).

Black Power? Yes—in a constructive sense. When Black Power advocate Stokely Carmichael rose to national prominence last year, the Boston Negro community took him pretty much in stride; the notion of black men uniting with other black men to further their mutual fortunes was not new in Boston.

ON the "jobs undone" list, Boston streets must be added. They can be improved in every imaginable respect. Far better police protection on the streets is needed. Too many people are beaten up on Boston streets as they are in most other big cities. Boston streets are too dirty and have too many potholes. A candidate for mayor could do worse than run as a "streets" candidate.

Another threat facing Boston is pollution: air and water. Let us hope that we can check this world-wide blight here before we find ourselves in the dreadful condition of New York City, Los Angeles, Rio de Janerio, Lima, Sao Paulo and other great centers.

We can tick off dozens of jobs still undone. Just for the record, they include the preservation and development of our green spaces within the city; redevelopment of the harbor islands; the increase of downtown parking and improvement of traffic control everywhere; the building of a year-round sports stadium; getting our anti-poverty program back on the track; and preserving and making much more attractive our historical landmarks.

We're far along toward building the new Boston physically. Now it's time to brace our energies again and finish the job: to outfit Boston for people, for graceful living with good schools and the other human services that can make urban life eminently attractive.

We must not falter.

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THE HISTORIC

India Wharf will again flourish with a vibrant residential community skyscraper apartments and plazas. Construction will begin this Summer on "Harbor Towers designed by I. M. Pei and Partners, with architect Harold N. Cobb in charge. Development firm is Boston Waterfront Associates.
Below: Scene looking toward Atlantic av. from the Harbor is destined to change over the next few years.

A waterfront residential concept is offered for Lewis Wharf, above, by Boston Waterfront Development Corp., depicting high rise apartment towers, a unique marina recreational area, and a granite wharf building renovated for apartments with commercial and cultural activities. Architects are Carl Koch and Associates. Resident of Atlantic av., below, views the familiar Custom House landmark from his new balconied apartment in the "Prince Apartments" building.

FLAVOR OF TODAY -

Boston's waterfront will combine the best of the old with the best of the new in a $100 million residential community.

By James H. Hammond

The grandeur and glory that was Boston's Waterfront long ago is returning in a 20th century style with which even the old clipper chips would be compatible.

The Waterfront's historic flavor will be retained, for the planners, in their wisdom, have decided to keep and refurbish the handsome granite block buildings of colonial days. Inferior buildings will be demolished, and in their place huge, modern tower apartments will rise above sparkling green marinas.

To accommodate this massive redevelopment, Atlantic Avenue will be moved closer to the Central Artery, which also has a role in Boston's future. Unique, commercial structures will be built beneath it in space which has previously been wasted.

A reshuffling of Waterfront businesses has been necessary to the redevelopment plan. The fruit and produce distributors along Atlantic Avenue will be relocated on the Chelsea-Everett line in a building now under construction.

More than 30 meat and food wholesalers must vacate quarters in Dock Square, Faneuil Hall, the Blackstone block and the Quincy Market building. They have made plans for a distribution center in the South Bay area.

FOR the India Wharf area, architect I. M. Pei has designed a $40 million concrete complex, which will include three 40-story luxury apartment towers comprising 900 housing units, a ten-level garage, a 350-450 room motel with underground parking for 300 cars, and stores.

Construction on the first $20 million stage of this project is expected to begin this year by the Theodore Berenson-Carlyle Syndicate.

The upper floors of the historic buildings in the market district near Faneuil Hall and the Quincy Market, and the granite warehouses on four wharves will be converted to apartments.

The present Commercial Wharf residential area, which has already been renovated, will be expanded with a cluster of harborside "townhouses."

Lewis and Long Wharf buildings will be renovated.

Berenson, who owns India, Central and Long Wharves, made Central Wharf available to the aquarium. He will build on his own property and on a small section of Atlantic Avenue which will be sold to him by the Boston Redevelopment Authority.

The three and a half story warehouse on Lewis Wharf will be converted to 144 luxury apartments by architect Carl Koch, who recently acquired it.

Participating with Koch in this project is the Boston Waterfront Development Corp., composed of four local businessmen, Greg Bemis Jr., David Heilner, Edward Mank and James Linihan.

Linihan has worked with Koch before. A vice-president of the Development Corporation of America, he helped Koch erect a model low-rent housing project in Washington Park, Roxbury. This project utilized large, precast concrete slabs to standardize construction, a principle devised by Koch.

KOCH hopes to use this same principle to build a series of breath-taking high rise towers centered around a lagoon in the Lewis Wharf area. The project, with a price tag of $30 million, would also include a marina, a sea-oriented museum and a restaurant.

The Koch group emphasizes, however, that they have received no commitment from the B.R.A. for the Lewis Wharf tower development and that the project is therefore still largely in a planning stage.

The Employers Group of Insurance

continued

"After its spectacular redevelopment, the waterfront will be a residential community for 6000 Bostonians. Its cost is expected to exceed $100 million."

WATERFRONT *continued*

Companies is planning to build a $20 million 25 to 30 story office building on a 65,000 square foot parcel along the Central Artery at Commercial, State and South Market Streets. This would be the national and New England headquarters for Employers who presently maintain offices at 110 Milk Street and 40 Broad Street.

The seven story Prince Macaroni Warehouse at 63 Atlantic Avenue has been converted into a posh 32 unit apartment building, and is already occupied despite lack of improvements in the surrounding neighborhood.

The 104 acres of the Waterfront project area extend from the U.S. Coast Guard Station at the foot of Hanover Street to Northern Avenue, and from the water's edge to Faneuil Hall, Government Center and the Downtown project.

After its spectacular redevelopment, the Waterfront will be a residential community for 6000 Bostonians. Its cost is expected to exceed $100 million.

There will be 400 units of middle income housing adjacent to the North End, on Tunnel, Richmond, Fulton, Lewis and Mercantile Streets, and Atlantic Avenue.

South Market Street will become a pedestrian way, running from the New City Hall in Government Center down to the Waterfront.

The idea for the Waterfront plan came from the Greater Boston Chamber of Commerce which financed the first phase of the planning. The chamber then entered into contract with the BRA and founded the Downtown Waterfront Committee, an independent group which produced the final plan under the chamber's banner.

ON ANOTHER "Waterfront," the Port of Boston has begun to plan.

A passenger waiting room has been built at Commonwealth Pier by the Massachusetts Port Authority.

Set on the second floor of the Northwest corner of the Pier, this $100,000 facility has a veranda with a sweeping view of the Boston skyline, the Waterfront and Logan International Airport. It enables passenger ships to dock on the West side of Commonwealth Pier.

The thirty-eight shipping berths that line both sides of the Harbor, under the control of the Massachusetts Port Authority, are capable of handling any type of cargo, but a new container terminal remains idle because of a jurisdictional dispute between the longshoremen and the teamsters.

Last year there was a sharp increase in the tonnage handled by the Port of Boston. Just eight miles from the open seas, Boston's port is a day's sailing time closer to European markets than other East Coast harbors. This means that an importer using Boston can have his goods in the Midwest before they could even have been unloaded if he were using the Port of New York.

To attract more business for the Port of Boston, the Authority has established a European office in Brussels, and a Midwest office, and increased their staffs in the Washington and New York field offices. ■

Arthur Snyder invites you to watch our 40-story lighthouse go up downtown.

New England Merchants Bank Building is underway on the site between the Old State House and the New Government Center, next door to our historic State Street location. Our doors should be open by Labor Day 1968, according to Cabot, Cabot & Forbes, owner and developer. Arthur Snyder, our man in charge on State Street, invites all sidewalk superintendents to keep a close watch on our progress.

New England Merchants National Bank

1831

Member F.D.I.C.

Executive Office: Prudential Center / Downtown Headquarters: 28 State Street / Trust Department: 135 Devonshire Street

LIKE SWITZERLAND IN MICROCOSM

a slowly dying Boston learned to buck economic adversity, developed its technological and business potential and now moves toward health at a good pace.

By Peter B. Greenough
Financial Columnist

A spot check of Philadelphia and Boston entrepreneurs revealed that the Boston bunch thinks universities play an important go-between role in technological development. In contrast, the Philly investors felt universities there play a very small role.

"I'M SORRY to tell you this, Madam," the physician told an ailing patient, "but you have only six months to live."

"Well, in that case," she replied, "I'll move to Boston."

"But why?" asked the doctor.

"Because it will seem longer."

A few years back, this apocryphal tale might well have been true, not merely about an individual but of the city's business health.

We were dying, and so was New England. Our disease was one of circumstances, many not of our own making.

Consider the symptoms:

- Industry (textile and shoes) taking flight South and West.
- Excessively burdensome electrical costs.
- High fuel costs.
- Harsh climate.
- Poor geographical position.
- No raw material except scenery, historical buildings and timber.
- Low industrial wage rates.
- Sparse lands for agriculture.

There's more, but it is a burden, some tale, a dreary recitation.

Essentially, none of the cancerous conditions has been exicised, and most of these economic disadvantages still threaten our future.

And yet... what a paradox!

UNEMPLOYMENT in Greater Boston (and this is despite the drag of underdeveloped Roxbury) is lower than in any major "core" city in the country.

Per capita income here outpaces the national rate by 12%.

What gives? How have be been able to thrive in adversity? Can we continue to buck the economic facts of life?

The answer is yes, unqualified.

The reason is simple: flexibility.

To a degree that might have been totally impossible a decade ago, "staid" Boston businessmen and other prime movers in the community have shown capacity to change, to specialize, to make the best of what they have in spite of the obvious handicaps.

Go on. Yankees change?

You better believe it.

Out in Oklahoma recently, this reporter was asked to identify the most venturesome bank in the country. Then the oilman volunteered his answer:

"The First of Boston. They're live!"

Along similar lines, the Department of Commerce has issued an analysis of what constitutes fertile breeding ground for technological development.

"Cities and regions do vary widely in their propensity to exploit their innovative potential..." the report observed. It then compared Philadelphia and Boston as communities of opposite polarity in this connection.

What about local banks vis-a-vis the small, science-based firm?

Commerce found in Boston that the banks' attitude is "good" to "excellent."

In marked contrasts, the Philadelphia people observed, without exception, that their local banks were "unreceptive," "poor" or "bad."

Obviously, banks don't "make" a community. Nevertheless, the attitude reflected here is symbolic of the good thing we do have going for us, and for our future.

BOSTON today is virtually a re-incarnation of the great European cities of the Middle Ages, where the major universities seeded the cultural and commercial life of an entire community.

We have learned to be abundantly rich in this "people power" interplay which enables us to confound the statisticians and geography.

Whither bound, Greater Boston?

The bulbs of our future already have been deeply planted. And fertilized.

Obviously, they consist mainly of a highly educated, skilled labor force. Stint

on our educational "factories"...on the capital investment in young people...and we will guarantee stagnation.

Robert W. Eisenmenger, chief economist for the Federal Reserve Bank of Boston, examined our regional growth potential in a recent book.

If we are to realize upon our capacity for continuing expansion. New England must place "increasing emphasis on what is already one of its strengths—school and college training of the highest quality," he wrote.

The same goes for Boston, in spades.

Out of our "think tanks" (better yet, "think banks") come the specialty enterprises that underpin our economy. Electrical machinery...medical electronics ... computers ... oceanography ... electronics – they're all part and parcel of the constant Boston feedback between high-caliber educational institutions and industry.

In the process of all this, the distinct line between manufacturing and service industries around Boston has become blurred.

Manufacturing firms have branched into research and development. First thing you know, they start peddling a R & D service. As Bob Eisenmenger notes.

"These science industries are so highly developed...that many of them are now capable of selling services to individuals, to governments and companies in foreign countries as well as throughout the United States."

Under this umbrella, Greater Boston has developed what can be termed a technological "plus balance of payments."

At the same time, our whole matrix of service businesses has so dominated the metropolitan area that you no longer hear much nose-tilting about manufacturing being somehow holier than service work. Services are out "dog," and manufacture merely the "tail."

Will we in the future be able to roll against the punch of harsh economic facts?

Time works in our favor here.

Electric costs assuredly will drop as more atomic power develops, along with the "yardstick" of hydro-power from Maine and Labrador.

TRANSPORTATION difficulties are unwinding, albeit gradually. Air freight's galloping pace frees us from total dependence on road and rail.

Yet don't look for basic industries to spring upon us. Even with low-cost power, it's doubtful we will be able to lure things like aluminu

like aluminum manufacture. Electric steel, with ore from Labrador? There's a possibility.

Boston will continue to be a center for "labor-intensive" operations, and don't sniff at the term. It conjures up notions of sweat-shops, but this isn't so.

Our elite science-oriented firms require (despite the march of automation) all kinds of skilled, fine-tuned labor. Such individuals turn out the specialized items that sell anywhere and everywhere, and there's no stigma to "labor-intensive" in this context.

Lacks? But naturally. Boston could do with a pharmaceutical industry, keyed to our enormous medical resources. It is a mystery why this hasn't yet developed, for the ingredients are here now.

Come to think of it, Boston is like Switzerland, in microcosm.

Like us, Switzerland lacks raw materials.

Therefore it has become a land of skilled coverters, of specialty manufacturers, of insurance and banking headquarters. Recreation lies close at hand, as it does here. There are fine schools, excellent health facilities, culture.

They've learned to "make do" amidst adverse surroundings.

So have we.

Develop the capacity to yodel, or possibly some numbered bank accounts, and the pattern would be complete.

To come full circle, things no longer "seem longer" in Boston. They never will again. ■

"...a good time to pause, to look back, to look ahead..."

In eight action packed years we have come further and faster than any American city.

We forged a unique new partnership between residents and City Hall for an urban renewal program in our most blighted neighborhoods which has become recognized as the most outstanding in the nation.

We have seen in the Prudential Center, the Government Center and in other public and private investments already under construction, completed or firmly programmed in the amount of two billion dollars — a building boom considered unbelievable even a few years ago.

While the face of the city will indeed be changed, we have been careful to preserve the best of the old. Thus, our new buildings are in harmony with those that have been here for some time.

No effort of this kind is easy. We have had our share of controversy to be sure. But in my visits around the city most of you tell me you feel deep pride in what has been accomplished.

We must candidly say that with the progress already made has come a rising level of expectation.

The demands for improvement in established city services are strong and growing and must be met. We are working continually to see that our streets are well paved, well lighted, well policed, adorned with trees, a pleasure to walk by and drive through.

I am confident that in eight years more the job of physical renewal and rehabilitation will be completed and we can celebrate it appropriately with our Freedom Fair - 1975.

However, there is more to the revitalization of an old city than physical renewal.

I am very seriously concerned about our fiscal picture. Boston's biggest problem in the years immediately ahead is obtaining an adequate amount of revenue to provide services the citizens deserve and which are necessary if we are to survive the unending competition between city and suburbs and between one region and another. Logically this help must come from the Federal government.

Beyond that, our most serious problem is developing job training and job opportunity programs for all of our citizens.

However, in a world of rapidly increasing, rising technology and increasing specialization, extraordinary efforts are going to have to be made by the private enterprise system to train those who seem almost untrainable; otherwise all of us are going to pay a very heavy price. This is the major challenge facing our private enterprise system and one I am confident will be met.

This is a good time to pause, to look back, to look ahead, and I am very grateful to the Boston Globe for giving all of the citizens of our community this opportunity to consider again the needs of their city and how they can play a part in making it a better place.

When I look around and see the changes you and I have made together during these past eight years, I am confident that with the same spirit and the same energy and God's blessings we can finish the job

BOSTONIA CONDITA A.D. 1630.

John F. Collins
Mayor

Among the prime movers behind the spectacular growth of the new Boston are, left to right, Edward J. Logue, Boston Redevelopment Administrator; Charles A. Coolidge, president of the Committee for the Central Business District; Msgr. Francis J. Lally, chairman of the Boston Redevelopment Authority.

What's New in Town Besides the Spirit of '76?

Many things. All over Boston. In fact, old-timers hardly recognize the place. But nothing's newer than that same spirit of ingenuity and independence that began here and spread across the country over 190 years ago. There is still something special about Boston and its people.

And we should know. It's Bostonians who run our Home Office - some 6,000 of them. These are the people who have helped make us the fourth largest life insurance company in the nation. We're proud of them, and proud to be part of this unusual city.

John Hancock
LIFE INSURANCE

LOGAN TAKES OFF!

from the doldrums, to a $100 million, top-flight competitive international airport

By A. S. Plotkin

The time: The present.

The place: Logan International Airport.

The weather: Rainy, windy.

The traveler, after considerable time and trouble, finds a place to park his car. During the long, tiring walk to his airline ticket station, he grows nervous, apprehensive about missing his plane.

Because of all the construction his shoes get muddy. Traffic whizzing by on the maze of temporary roads blocks his way, splashes water on his suit. His baggage is heavy and he grumbles about "modern" travel.

Now, let's move up the timetable six or seven months.

The same traveler, bound for the same airline counter, drives right into one of the three decks of the newly-completed garage. It can accommodate 3200 vehicles, and he has no trouble parking.

He is in the center of the garage, and the distance to the recently-opened North Terminal building is only 700 feet. He remains under cover all the way, on a pedestrian walk that runs between the upper and lower levels of the new circular roadway.

Simple. Clean. Weather-protected.

THIS IS Boston's airport of the immediate future.

Later on, if it can be worked out, the passenger's luggage will be dropped off and picked up right in the garage via an automated conveyor belt, and moving sidewalks will carry him to one or more of the giant terminal units that will be part of Logan's new $100 million look.

A salient aspect, at least from the impression gained by veteran air travelers, will be Logan's higher profile. For years it was low: there was no "upstairs" to speak of.

That is fast changing. Our aerial gateway languished for a long time behind others in acquiring major league physical status. And it took the Massachusetts Port Authority, which runs the airport, some time to get moving.

THE DIN and seeming confusion will be an unavoidable hallmark of the Logan picture for some time, even as the North Terminal nears completion. It is one of four major "showcase" structures that will dominate the East Boston gateway of the 1970's.

Logan's hitherto low profile is changing under inexorable pressures, as passenger volumes shoot up spectacularly. Last year Logan handled nearly 6 million. In 1965 it was 5.1 million, and 4.5 million in 1964.

Its rank as an international port grows apace too. The figures for 1966, 1965 and 1964 were, respectively: 396,825; 313,086; and 278,480.

International passengers will have the first chance to board and disembark from planes at Logan from a second-level deck. This is because their planes are bigger and higher than short-haul craft.

The present international structure, opened in 1964, was Logan's first major public-use improvement in years. But it was apparent that expansion was a must.

A second deck was ordered, and the Port Authority aims for its opening around July 15. Even so, volume projections are so sanguine that the signals are being called

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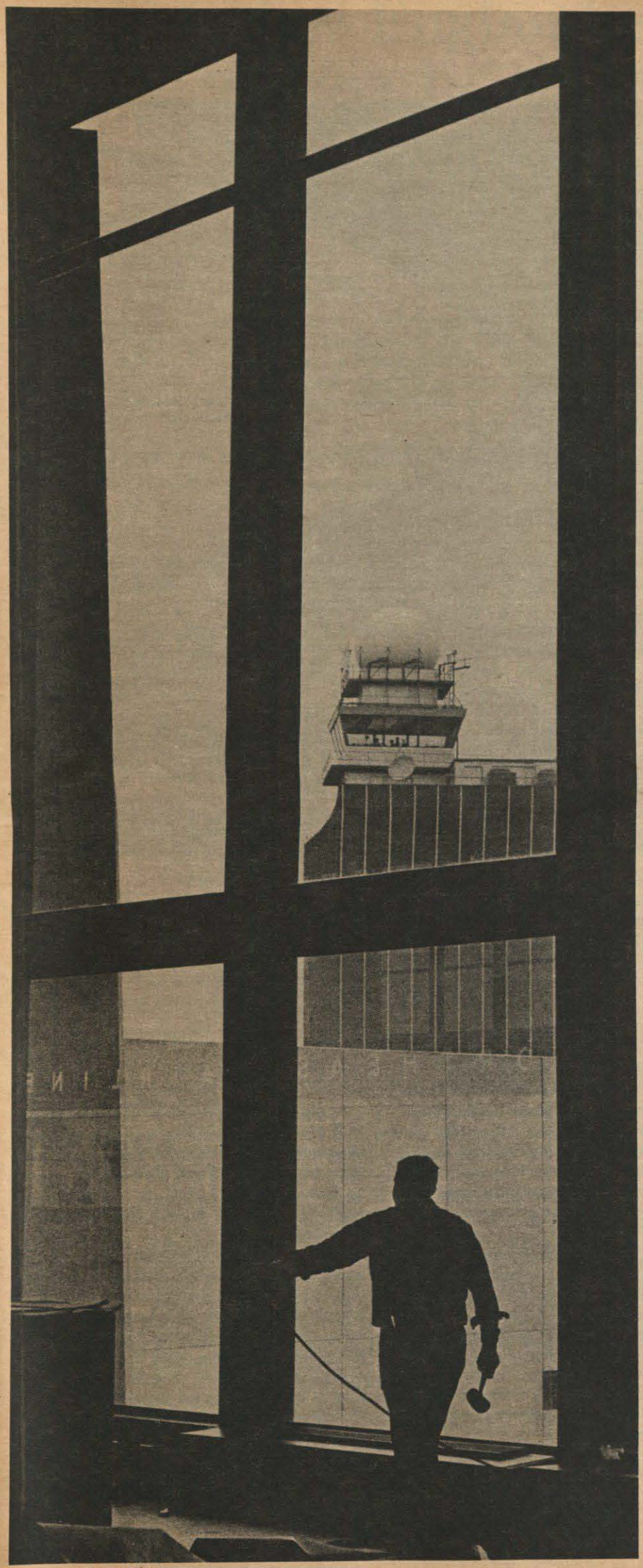


At bottom, travelers dine at Logan Airport while watch- arrivals and departures. Below, the international terminal completed in 1964. At left, construction continues on air- port improvements.

"For the long pull, though, Boston may find it needs a second major airport. And that expensive possibility is also undergoing professional scrutiny."

AIRPORT *continued*

again. A brand new international building, much bigger, is in the cards.

In time the present structure will become a mere annex to the North Terminal. The latter, under current plans, will house Trans World, Northeast and United.

THE OTHER two showcase units will be the Southwest, exclusively for Eastern Airlines, and the South unit. The latter, with possibly a half-million feet of floor space and a cost of up to $20 million, will be Logan's biggest.

Current thinking is that the South terminal will contain American, National, Mohawk and Allegheny.

Should Boston win a place in the trans-Pacific route sweepstakes, other big domestic carriers may want a base at Logan.

With expansion dictated by such phenomenal growth in volume, the question is: How big should Logan get, and at what rate?

Lengthening a major runway, for which a legal OK was recently secured, provided some relief. But the airport management needs the space occupied by the Air National Guard and the week-end eagles will soon have to move elsewhere.

Logan covers 2200 acres, but even that is not enough. In the offing is the filling-in of the Bird Island Flats area to create another 190 acres.

Ground transportation to Boston is fair. Private automobiles, taxis, limousines, rented cars, even helicopters do the job. Rapid transit, with the need for transfers, is less than ideal, but this problem, as well as the M.B.T.A. bus shuttle system, is under study.

In the years just ahead Logan would appear able to absorb the expected volume even if it includes the mammoth "jumbo" jetliners. It may in fact become a much more frequent alternative for foreign airlines normally using New York.

For the long pull, though, Boston may find it needs a second major airport. And that expensive possibility is also undergoing professional scrutiny. ■

For New Englanders:
A 20-20 look...beyond tomorrow

One of the most comprehensive studies of projected economic growth of New England—looking ahead to the year 2020—was recently completed for the New England Division, Army Corps of Engineers, by Arthur D. Little, Inc.

The Army needed the information as a guide for planning the water resources of the region.

However, its industry-by-industry, state-by-state projections of New England into the 21st century provide information that can help business, industry and community leaders with long-range planning for growth.

SEMINARS STRESS REGIONAL COOPERATION

To bring the results of this provocative study to business, industrial, government, educational and civic leaders, the New England Council, in cooperation with the Corps of Engineers and Arthur D. Little, Inc., held seminars in Boston and Springfield, Massachusetts; Hartford, Connecticut; Providence, Rhode Island; Manchester, New Hampshire; Woodstock, Vermont, and Portland, Maine.

These seminars were primarily concerned with one of the study's major conclusions: . . . that the full potential of New England's future will not be realized unless there is unified planning for the six-state area. As Dr. Gols and Mr. Foden of Arthur D. Little, Inc., stated:

> "It is true that we can sit back and say the future will take care of itself. It will . . . but quite probably not to our liking. Those comparatively small economic and social frustrations we are experiencing today can mushroom into overwhelming problems of tomorrow. The economic realities of recent years have warned us of the need for planning at the regional level.
>
> "For New England, success in adapting to change by solving its problems must begin with our taking this comprehensive look at our region. Despite our economic differences, our states must learn to depend on and help each other. This interdependence has great relevance today . . . and even more for tomorrow . . ."

SHAWMUT ACTS AS SPONSOR

We sponsored the seminars in the belief that our region can take full advantage of the growth ahead only through effective regional planning.

We also believe that the opportunities and problems forecast by the study challenge financial institutions to be prepared to underwrite the cost of growth.

Lawrence H. Martin, President of Shawmut, has said:

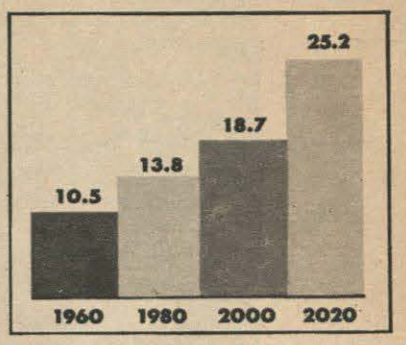
> "The additional jobs, goods and services forecast for the next 10 to 15 years will require new capital and more capital. Some observers have been disturbed by the forecasts and see a sharp discrepancy between rates of projected growth and the deposits available to service the need. I do not join this company. I believe financial institutions can stimulate growth in proportion to the demands of our communities."

NEW ENGLAND TO GROW AS MUCH IN NEXT 50 AS IN LAST 300 YEARS

Highlights from the study:

New England's population will almost double by the year 2000

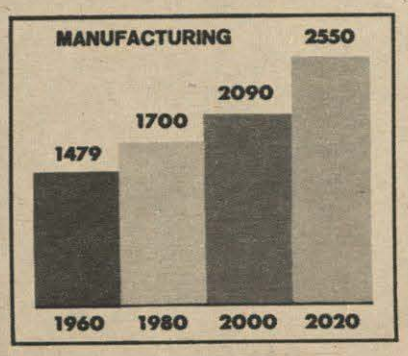
(000,000 omitted)

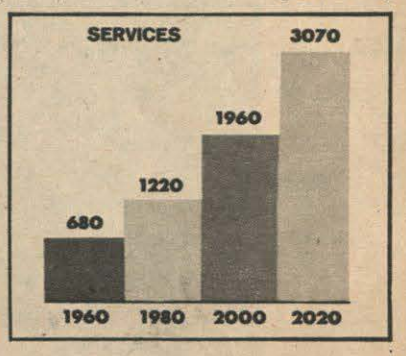


The population in New England will double by the year 2000 and exceed 25 million by 2020. Needs for consumer goods will increase accordingly. Land values and real estate will command higher prices to meet the demands of business, industry and population.

Employment patterns to shift

(000 omitted)

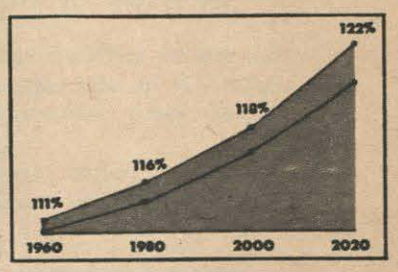




The number of people engaged in manufacturing will continue to increase. Service industries—insurance, real estate, banking, education, distribution, personal and professional services—will claim an ever-increasing proportion of the population. By the turn of the century, service and manufacturing employment will be equal. Thereafter, service industries will move ahead of manufacturing.

Per capita income even higher

New Englanders historically have earned higher personal incomes than the national average. This will be true in the next half century. New England personal incomes are currently 13% higher than the national average. By the year 2020 the New Englander's advantage will increase to 22%.



FOR THE REST OF THE STORY

As a public information service, the Corps of Engineers' "Projective Economic Studies of New England" has been summarized in booklet form. For your complimentary copy of "New England: Dimensions for Growth," write National Shawmut Bank, 45 Water Street, Boston, Massachusetts 02106.

The National Shawmut Bank of Boston
the New England bank

A Shawmut Association Bank

Member F.D.I.C. ®

Below, a panoramic view of Government Center shows Central Artery in rear. At right, new Tremont-on-the-Common apartments where balconies afford view of Tremont street, the Common and the State House.

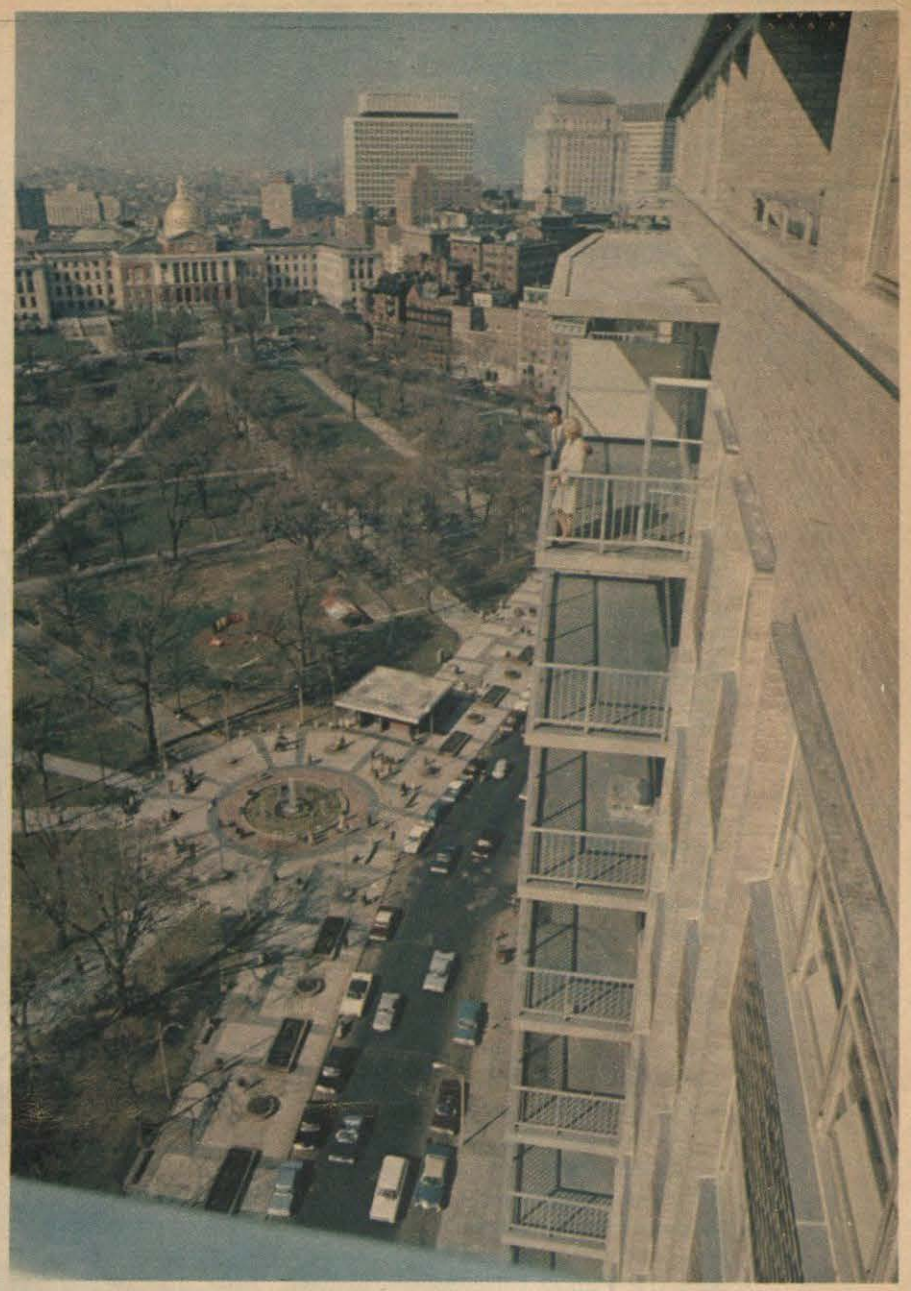
RENAISSANCE AT THE CORE

By Anthony Yudis

Large scale renewal planned for Boston's downtown business and financial districts

UNPRECEDENTED cooperation between the city's business community and City Hall is producing a $380 million revitalization and rehabilitation renewal plan for 245 acres of Boston's most important real estate – the downtown retail and financial district.

Four years were needed to develop an economic renaissance blue-print acceptable to most merchants and business leaders – and of course there will never be complete unanimity.



Taking part in the three-way planning dialogue were the Committee for the Central Business District (comprising representatives of business, retail and financial institutions); The Boston Redevelopment Authority and the Victor Gruen Associates. The first phase of the planning studies was financed solely by the private groups. The B.R.A. assumed final planning activities.

But while plans and proposals were still being debated, a physical start on rejuvenation began with "early land acquisition." The Federal Housing and Urban Development Department earmarked $19 million in advance of a final plan which enabled the B.R.A. to purchase 42 parcels, including the entire 23-acre South Station area to begin new developments early.

THIS "early land" development program calls for realignment of several downtown East-West streets to eliminate dog-led intersections along Washington street.

It also is making available some new development sites. The Boston Five Cents Savings Bank has been selected to build a five-story crescent-type structure along its School Street headquarters.

Raymond's department store will occupy new quarters in a seven-story building at Washington street and Franklin street. Construction for the two-story department store topped by five levels of parking for 850 cars will begin this Summer.

Other building plans by private developers have been announced for the central business district. They include:

—A proposed 40-story-plus office tower for the First National Bank headquarters along Federal Street. Another tower is planned by the National Shawmut Bank but this is several years away.

—A seven-story 650-car garage on Washington st. near Court st. with ground floor retail space (on the site of the old Boston Post.)

—A 30-story office building for the old Boston Globe properties site on Washington street by Nickerbocker Properties of New York.

—A proposed tower office building at Washington and Court streets, by Cabot, Cabot & Forbes.

THE THRIVING 34-story $25 million State Street Bank building at Franklin and High streets is a tribute to foresight of British investors.

And the final plan for the central business district includes these additional development proposals:

—Adding from 1.8 million to 2.5 million sq. feet of retail-commercial space (650,000 sq. feet on the ground-floor); 1.4 million to 2.4 million sq. feet of office space; about 1000 to 1500 downtown residential units and from 500 to 1000 hotel rooms.

continued

"To make the downtown renewal plan a success, planners look to a growth in the city's core population."

DOWNTOWN *continued*

—Emphasis on rehabilitation of existing properties particularly in the financial district where private investment is expected without government help.

—A $40 to $60 million building program for the 23-acre South Station area.

—Sites for new parking areas for 10,000 to 12,000 cars scattered within the 245-acre project to almost double the present supply of off-street parking spaces.

—New retail and garage building at Washington, Bromfield and Province sts. and a new office building on the south side of Milk st. at Washington sts.

—New retail, commercial and residential buildings midway and parallel to/with Tremont and Washington streets and between Temple Place and Bromfield streets.

—New retail, parking and apartment tower building for block bounded by Temple place, Tremont and West streets, and a new retail space at Summer street and west side of Arch street.

—Major department store, parking, office, and retail shop development along south side of Summer street from Chauncy street to Dewey square.

—New parking and commercial facility at Essex and Harrison streets, and motel or office building along east side of Washington near Essex street. Also motel and residential towers in Park Square opposite the Public Garden.

—A development for entertainment and cultural activities in the area bounded by Washington, Stuart, Tremont and Boylston streets.

IN THIS block buildings could be grouped around an open court with sidewalk arcades along the street. Two apartment towers could be included for 400 units along the Tremont street side. Restaurants, legitimate theaters and movie houses, art galleries, night club and specialty shops are some of the uses suggested.

To make the renewal plan a success, the planners look for a growth in the core population.

New apartments are already in or near the downtown area: Tremont-on-the-Common; the multi-million West End project apartments. More are anticipated in adjacent renewal projects of the Waterfront, South Cove and South End.

The proposed office buildings within and adjacent to downtown also will augment the daily population which today is estimated to be 90,000 people.

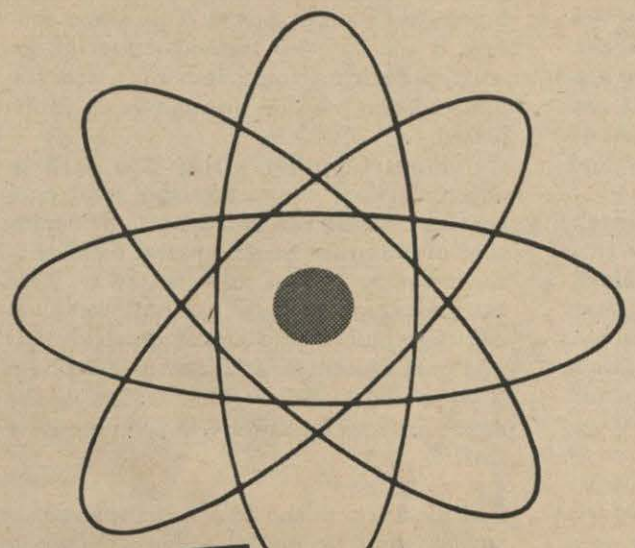
According to studies, the fastest rate of growth in the city's economy is office workers. It has been estimated that by 1975 over $555 million will be invested in city-wide office building construction. A major share of this new space of course would be within walking distance of the C.B.D.

Prior to the announcement of plans for a new Raymond's store, downtown had seen very little new private construction, the exception being Jordan Marsh Co. which carried out a major multi-million dollar rebuilding program after World War II on its present Summer-Chauncy sts. site.

The new City Hall at left, Fanueil Hall, and Sears Crescent at right, which will be restored

In fact, exclusive of public utilities buildings, the only other major city-wide construction event following the war was the new Boston Globe building on Morrissey Blvd. The construction picture then changed with the initiation of the city's renewal program. ■

On Thanksgiving Day 1971, there'll be a new Pilgrim in Plymouth.



Edison

We're referring to our new nuclear generating plant — Pilgrim Station.

This space-age facility will add some 650,000 kilowatts to our present generating capacity. We're planning it to help keep the cost of your electricity going down.

Our new Pilgrim will be important to Greater Boston too — not just to Plymouth. You see, it's part of the trend we've been telling you about . . . the trend toward ever lower prices for Edison electricity. Keeping up with this trend keeps us on our toes. We must be constantly planning ahead. Updating. Modernizing. Streamlining our facilities to give you the best possible electric service at the lowest possible cost.

Pilgrim Station is the latest result of all this planning. Every one of the 40 cities and towns we serve will benefit from its operation. And it will help us live up to our promise to our customers. Standing as dramatic proof, Pilgrim Station shows we're not just talking when we say that we'll do everything in our power to keep the cost of Edison electricity going down. Just about the only thing in your budget that keeps on costing you less and less and less.

Boston Edison Company, a tax-paying electric utility serving more than one and one-half million people in forty growing cities and towns.

The Mall

A PLACE IN THE SUN...

THE pedestrian is finally coming into his own. The city planners have come to realize his importance in any of his many roles —as shopper, office worker, theater-goer.

City planners and architects have discovered the "mall" and through it are emphasizing "planning for the pedestrian" in their schemes for new buildings and designs.

The pedestrian may soon find himself strolling down the middle of what was once a busy street. The harried walker, competing for a place on the sidewalk, may be a thing of the past.

The shopper may comfortably rest on a bench in the middle of Washington and Summer Street. He may watch the fountain waters play or enjoy the cool or sunny atmosphere of the open mall, with flowers and shrubbery lining the thoroughfare.

The renewal plan, as developed over four years of debate, studies, more debate and more studies, now looks something like this as far as "malls" or "plazas" or "pedestrian havens" are concerned:

—A "super-block of pedestrian activity" will be in the heavy retail trade block bounded by Washington, West, Tremont and Broomfield Streets and including the Summer Street area.

—Washington Street will become a mall from a point near the Old South Meeting House (close to Water Street) to the former R. H. White building occupied by Raymond's.

—"Landscaping, new lighting, kiosks, benches and other well-designed features on the mall will create a pleasant and exciting new element in the rental core," note the downtown planners.

—"Mall areas will be accessible for fire equipment and other emergency vehicles and be available for mini-bus or other similar forms of auxiliary transportation."

—Pedestrian mall space would take over such well known streets running off Washington and Tremont, as Temple Place, Winter Street and Hamilton Place. Some pedestrian ways will be made available from proposed developments midway between Tremont and Washington Streets.

—A major street pedestrian plaza "leg" will run along Summer Street from Washington to Chauncy Street. This plaza concept is seen as the "principal axis of desired pedestrian improvements" and the place where major change is contemplated.

—From Chauncy Street Eastward to South Station, the pedestrian mall concept is carried through along the South side of Summer Street in the form of a second-story 35-foot wide walkway. This becomes part of new building developments (which would line Summer Street) and part of new South Station-Dewey Sq. developments. Below this walkway the street area will continue to handle motor traffic.

HERE'S where the 23-acre South Station development becomes a major factor in downtown planning. It is seen as the major "portal" to downtown. Without the South Station development, the downtown plan could be doomed to partial failure. The principal factor here is the proposed 5000-car garage.

A downtown-bound parker would feed into this garage. The driver, after leaving his car, walks along a common upper-level concourse and proceeds along a partially covered arcade.

The arcade would pass over Dewey Square. It would also become part of an office tower site there. Adjacent to Summer Street it becomes part of a proposed block-long new retail-garage space (on the south side). This walkway would be arcaded as part of the second floor of the new buildings.

This building mass, roughly from Purchase Street to Kingston Street, along Summer—is seen as a major department store which would develop continuity for what planners call the "100 percent retail corner" of Winter-Summer-Washington streets.

THE pedestrian arcade continues as part of a development of small shops at the corner of Chauncy Street and Summer. The second level walkway ends at Chauncy, where it rams downtown onto street level, picking up the Summer-Washington Streets ground-level plaza. (The small retail shop corner also is seen as a major subway corner with proposed expansion of the present subway facilities under the block.)

The proposed second level walkway also will be wide enough to be serviced by "mini-bus" or electric-type cars. Fixed transportation systems like moving sidewalks or "conveyors" were ruled out as being too restrictive.

Near the Old South Church-Old Corner Book Store a "park-like square" will be created.

Another pedestrian plaza will run along Washington from Court-State Streets to Cornhill as part of the adjacent Government Center renewal project plan.

WHILE the plaza-mall plans sound exciting, it would take several years to achieve. Obstacles must be hurdled, the major one: finding an alternate traffic route for Washington Street's north-bound traffic. Planners have agreed finally upon a Harrison Avenue-Chauncy Street-Arch Street route as a bypass. The latter two streets would be widened.

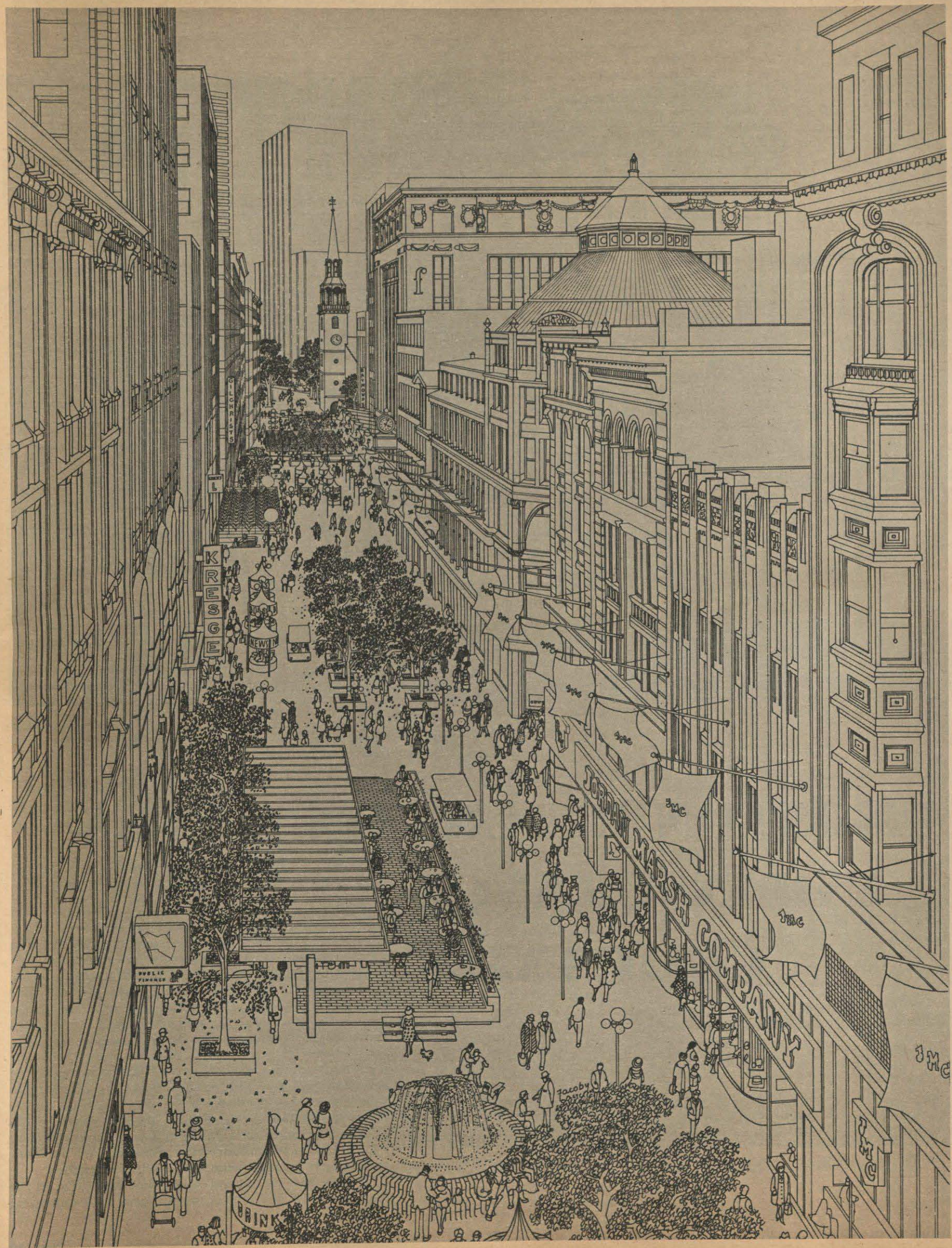
Arch Street from its present terminal at Milk would continue northward by cutting across Milk Street to produce an extension. This extended New Arch Street means taking down several buildings to allow the new street to curve northwesterly and connect with Washington, near the Old South Church and the old Boston Globe properties.

Another major problem? What do the small retail and large department stores do for delivery and loading if traffic is prohibited for mall and plaza purposes?

THE planners have come up with three separate underground loading systems which, if proven to be economically feasible, will remove all "across the sidewalk" servicing. ■

...FOR DOWNTOWN SHOPPERS

Downtown renewal plan is the result of cooperative effort by the business community and city hall. See the Globe magazine for details on unique partnership.


KRESGE
JORDAN MARSH COMPANY
JMC
BRINK'S

The commercial banks furnish the money to pay for the actual construction of an apartment or offices during the time before rental income begins to come in.

BOSTON BUILDS ON BANKS AND INSURANCE COMPANIES

By Bruce C. Davidson
Financial Editor

LOOK closely at a construction project in eastern Massachusetts and the odds are very heavy that a bank or an insurance company is deeply involved in some way.

It doesn't make much difference whether it is the single-family home with which Americans have fallen in love, or the 50-story office buildings which are due to sprout in Boston during the next several years – the banks and insurance companies provide the financing.

Construction is a big thing in these parts. Every year residential and commercial projects in the metropolitan area cost more than $500 million. Last year, according to Lyle Martin of F. W. Dodge & Co., McGraw Hill's widely followed statistical service, these projects amounted to $575 million, up from the $544 million committed during 1965 despite a formidably tight money market. In 1963, to take a recent peak year, $677 million was spent.

Where does the money come from? Most of it, in the early stages of any project, comes from the commercial banks.

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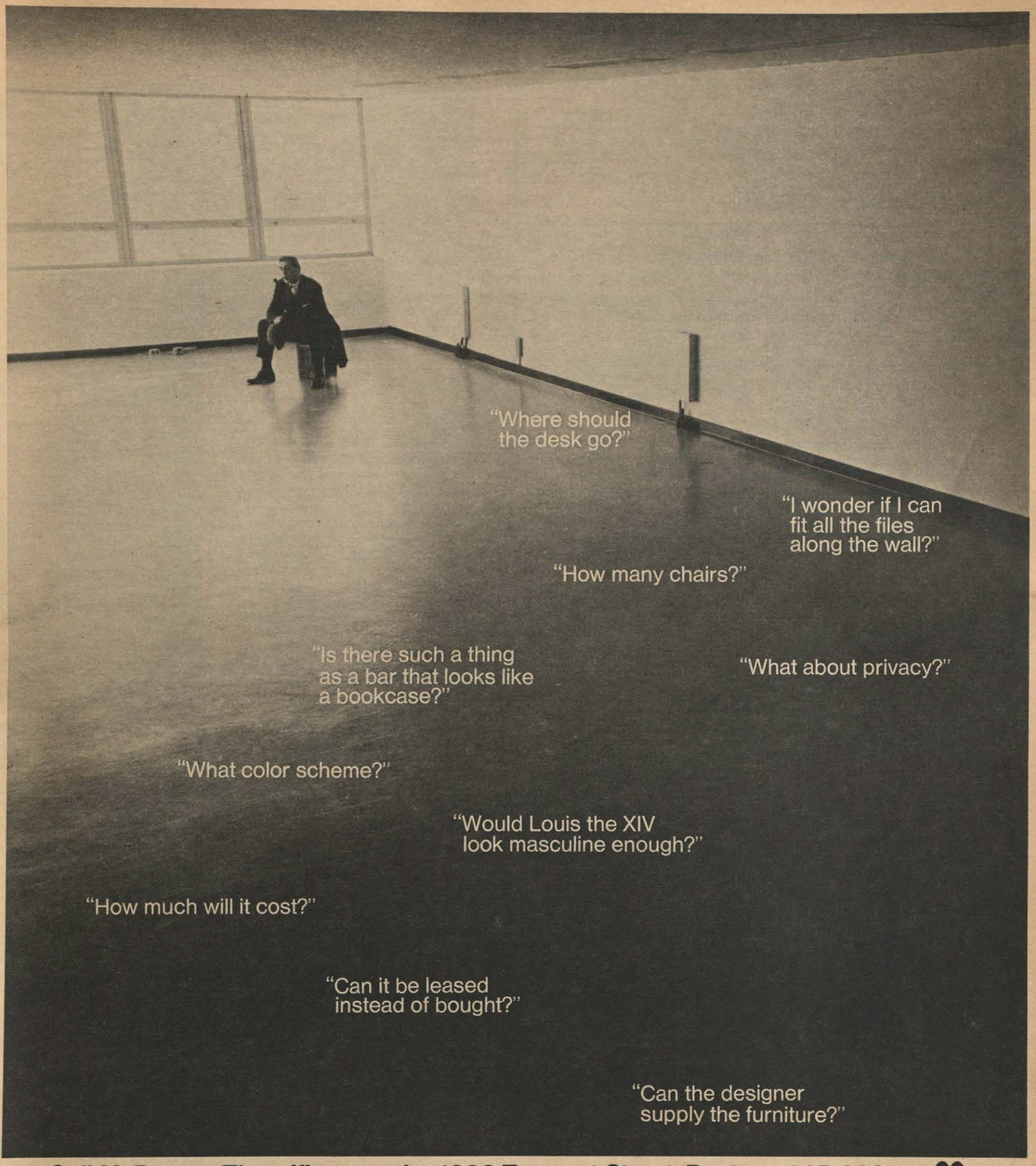
"Where should the desk go?"
"I wonder if I can fit all the files along the wall?"
"How many chairs?"
"Is there such a thing as a bar that looks like a bookcase?"
"What about privacy?"
"What color scheme?"
"Would Louis the XIV look masculine enough?"
"How much will it cost?"
"Can it be leased instead of bought?"
"Can the designer supply the furniture?"

Call M. Brown. The office people. 1303 Tremont Street, Boston. 445-0620

Office Furniture, Furnishings, and Supplies

"The dynamism of the big financial institutions in Greater Boston is symbolized by their own construction plans. Every major organization has recently completed, is working on, or is close to starting important building expansions for its own operations."

Banks *continued*

While a building is being put up, someone has to pay the bills. The commercial banks furnish "interim financing," the money to pay for the actual construction of an apartment building or offices, during the year or so before rental income begins to come in.

INTERIM financing is especially attractive to banks because it ties up money for only short periods of time. A bank does not, for the most part, want to commit significant amounts of money at any given rate of interest for too long—money rates fluctuate rapidly and the thought of being unable to take advantage of possible higher rates of return in the future makes bankers happier with relatively rapid turnover of funds. There are exceptions, of course, but the banks for the largest part concentrate their loans to these relatively short-term transactions.

The life insurance companies then step in with the long-term financing—bonds or mortgages for 20 or 30 or more years. While insurance companies are as anxious as the next organization to make money, their requirements are different in certain respects from other commercial operations.

The insurance companies have a pretty good idea how much money they are going to need for policy holders and beneficiaries in the years ahead. Their payments are in fixed dollar amounts, with inflation changing none of the figures. They are perfectly happy holding a 6 percent loan on an apartment building which will be repaid in 20 annual instalments.

One large Boston-based insurance company (John Hancock) currently has about $140 million invested in mortgages, real estate and its home office. But that figure fails to indicate the amount of money the company has pumped into the area's economy because it reflects none of the funds which have been loaned, invested and repaid.

MORE than 90 percent of the funds going into private construction are borrowed from banks or insurance companies, according to the estimate of Thomas McGrath, chief economist for the Greater Boston Chamber of Commerce. This means that last year alone more than half a billion dollars of financing came from these institutions, both local and out of town.

In the case of the single family house, most of the long-term financing in Massachusetts is handled through mutual savings banks, savings and loan associations and other thrift groups.

In addition to the commercial and residential building projects sprouting all over Greater Boston, the state and various local governments are busy, too, with a variety of streets, roads, sidewalks, the new M.B.T.A. extensions, water systems, office buildings and, above all, schools.

When these projects cannot be financed out of current tax income, localities or the state borrow funds by issuing municipal bonds. Last year such borrowings amounted to $262 million, $100 million going into education alone.

Who buys these bonds? There are no exact figures available, but one knowledgeable banker here estimates that about 40 percent are held by banks, another 30 percent by casualty insurance companies and the remainder by individuals. In the case of the individual holdings, many portfolios are managed by bank trust departments. It seems altogether likely that more than 80 percent of all loans used for these public projects are placed with or through these institutions.

THE dynamism of the big financial institutions in Greater Boston is symbolized by their own construction plans. Every major organization has recently completed, is working on, or is close to starting important building expansions for its own operations.

But as dramatic as these visible forms of investment activity are concerned, they are only a fraction of the huge investment power wielded by the institutions in the community, with virtually every project here drawing on their resources. ■

According to estimates more than 90 percent of funds going into private construction are borrowed from banks and insurance companies.

Meeting the Challenge

on land, sea and air

NORTH TERMINAL
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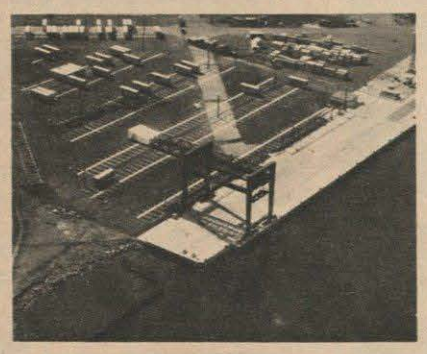
During its eighth year of operation, the Massachusetts Port Authority continued to play a leading role in the resurgence program for Greater Boston . . . by a series of impressive transportation - oriented projects directly benefiting travelers and shippers.

At present, the Authority is in the midst of a $60 million construction schedule at Logan International Airport. A three-level auto park, two-level roadway, a vast North Terminal building, and the tower restaurant are facets of this program. And, with passenger volumes currently exceeding 6 million annually, construction has begun on a $12 million Southwest Terminal with combined passenger and auto facilities under one roof. Also in store is expansion of the International Terminal.



CONTAINER CRANE
CASTLE ISLAND TERMINAL

Boston moved several steps forward in the race for transatlantic and intercoastal container cargoes when the Authority financed the $1.25 million mobile crane at Castle Island. The 80-foot high dockside crane has been leased to Sea-Land Services for its truck trailer lift-on/ lift-off of containerized shipments.

Another improvement, this time for the convenience of the highway commuter and trucker, is the Authority's participation with the Metropolitan District Commission in the planning and design of a high level bridge between Leverett Circle in the West End and City Square, Charlestown. The bridge is urgently needed to eliminate one of New England's worst traffic bottlenecks.

MYSTIC RIVER
BRIDGE

In the ten years preceding the Authority's activation on February 17, 1959, tax money needed to offset deficits at the air and sea facilities amounted to $31 million at Logan International Airport and $6.6 million at the public marine terminals of the Port of Boston. After acquiring the properties, the Authority has invested or committed $81 million for capital improvements at the Airport and $7.5 million for its Port installations . . . while paying all costs of operation. These funds are being expended by the Authority without pledging the credit of the Commonwealth.

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PRU'S DEBUT

By Donald White

The average Bostonian loves Prudential Center.

He admires the tower building's stark modernity and the fact that it is bigger than almost anything else on the continent outside New York city.

Somehow he has come to identify the vigor of the city with the size of its tallest building.

Ask a Boston cabby to show you the city and he will nearly always take you first to Prudential Plaza.

To almost everyone the center is an accomplished fact, but as Prudential's Senior Vice-president Tom Allsopp points out, it will not be finished until 1971.

Not until then will all three apartment buildings be occupied (750 families) and all the retail stores have moved in.

Allsopp says there eventually will be a working population of 10,000 within the complex.

Sometimes, he admits, he wonders what will happen on a fine day in 1971 when there is a major convention at the Sheraton-Boston Hotel and an exhibition in War Memorial Auditorium and an unusual number of suburban mothers decide to drive in for a spot of shopping or a trip to the top of the tower.

WILL there be enough parking and other facilities? "We'll just have to wait

continued

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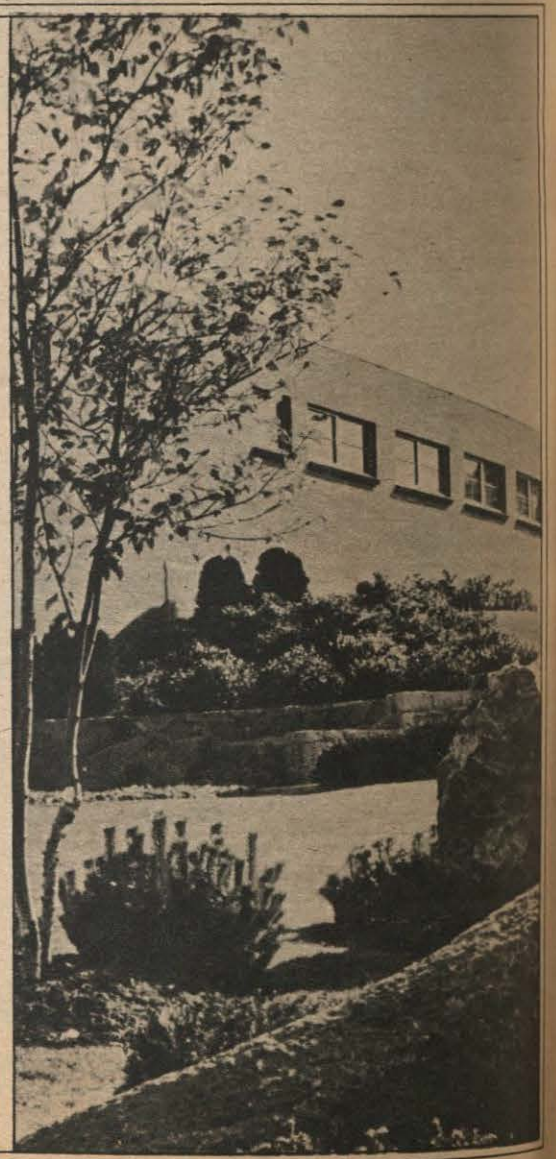

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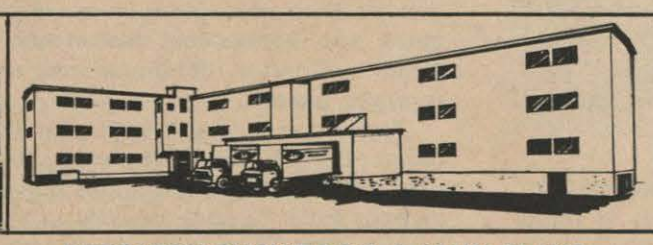

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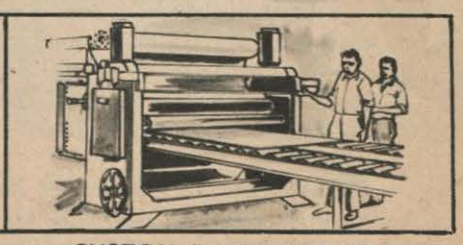

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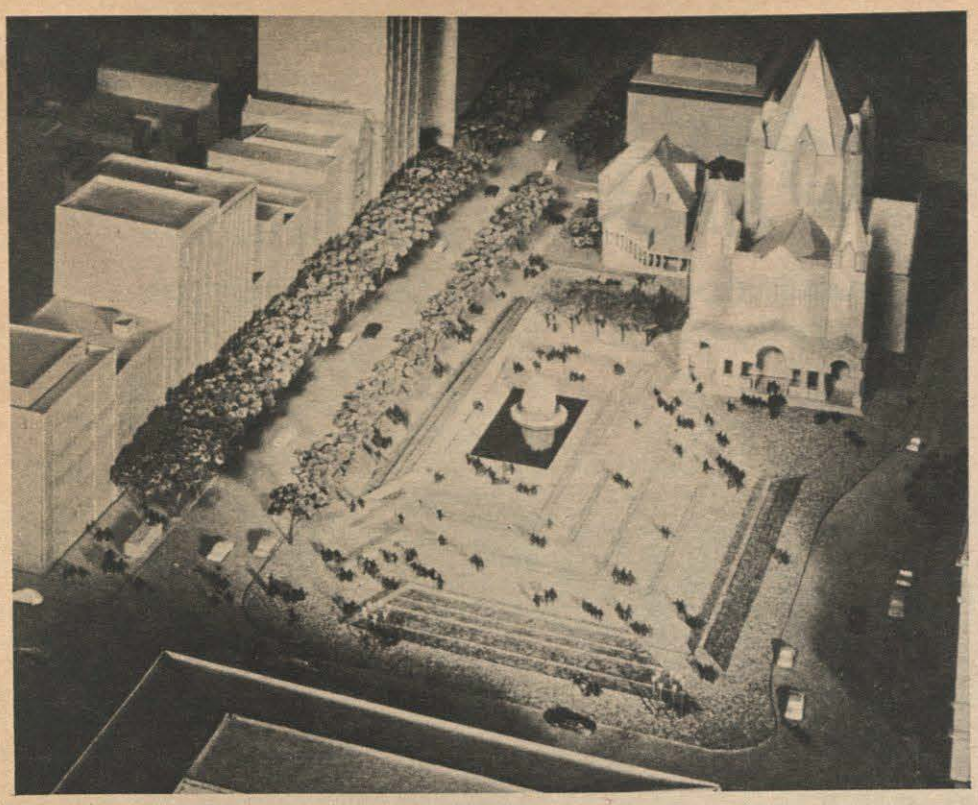
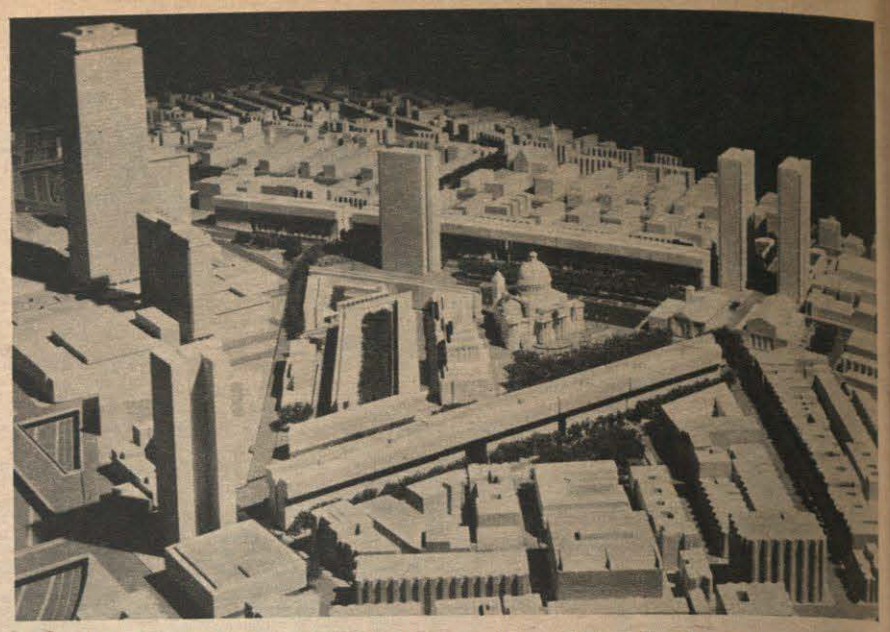




The Christian Science Church's 16-acre $15 million church center along Huntington avenue will include a 26-story administration building, a park with a 550-car garage underneath, a Sunday school, a low rise "collonade" building for church functions, and a "grand portico" addition to the stately Mother Church. At left, model for the new Copley Square.

the Prudential Center, pace setter for a growing city is THE business address—popular before its completion—and a boom to Boston economy

PRU' *continued*

and see," he says.

Meantime the center has assumed a certain status.

Certainly it is THE business address, rather like New York's Fifth Avenue or Park Avenue. Hence, many of the city's biggest businesses have gravitated to it – United Fruit, United-Carr, Gillette, Boston Edison, Eastern Gas & Fuel.

New England's governors have a suite there, so do several airlines, some of the bigger brokerage houses, a few old-line attorneys and a couple of "establishment" accounting firms.

"We certainly did not move here for status. If we had to survive on Prudential Center business we would starve," says Mark Wheeler, president of New England Merchants National Bank.

MERCHANTS moved its headquarters to the complex and will keep it there despite the fact it is moving into a new downtown building.

"Our belief was that the magnitude and scope of the center would serve as a nucleus, a new center of gravity for the city. Banking is a long range business and we wanted to be part of a developing center."

So, has it happened? Has the complex become a new Boston fulcrum?

Not yet, evidently.

"Like so many other visionary projects," says Wheeler, "it ran the risk of being created before its time. It takes time for people to catch up."

This has proved particularly true for the retail stores. Now, however, with about two exceptions, the stores have weathered initial doldrums and started to make money.

Times can only get better for the retailers. Lord & Taylor is moving in early next year. Current negotiations may result in Saks Fifth Avenue moving in the following year. These will attract new customers.

The first of the three apartment buildings will be occupied this year and 100 apartments were leased before the model opened. Prices will range from $150 for an efficiency to $850 monthly for a penthouse. These are competitive prices in the new Boston, according to Allsopp, and the people who pay them will be affluent, spenders, more manna for the Plaza retailers.

Then there will be the conventioneers. The Prudential building with the attendant Sheraton-Boston Hotel and War Memorial Auditorium has turned Boston into a big-time convention city, one of the nation's top 10, in fact. Bookings already have been made far into the 70's. The net result is hundreds of thousands of visitors annually, each spending $30 or so a day during their stay. A bonanza.

BIGGEST gold mine at the center so far is undeniably the hotel. Sheraton Board Chairman Ernest Henderson admits it

At left, the Prudential Plaza and below, the Prudential tower rises behind construction of center's apartment complex.

to be "surprisingly successful in that most hotels require two or three years of operation and promotion before becoming a success."

Not so with the Sheraton-Boston. It has done land office business from day one and astute observers refer to its success as "fantastic."

Henderson says the impact of Prudential is already evident. It generated $200 million in Federal money and five times that amount of private capital, he says. "That $1.25 billion has turned a slow, lagging city into one of the very dynamic cities of the nation."

But like Allsopp and Wheeler, Henderson says the center still needs more time to reach its potential.

Allsopp says the biggest current problem is "working the center into the city's pattern of life." He claims that the center still overawes and confuses visitors so that they tend to move in, complete their business, and move out quickly without ever really discovering it.

He is untroubled about the minor bugs. For example the wind blows so strongly through the arcades that it has wafted a couple of girls into the ornamental moat. The arcades are being screened in, he says.

THE girls love it in spite of the wind. Companies in the tower have found the center a great plus in their recruiting campaigns. "They like the clean, modern surroundings. It's bright and it makes them feel bright," says a corporate public relations man.

Allsopp says Pru has no regrets about its investment in Boston. Last year when the company as a whole had a 7½ percent increase in sales, his Northeast region was ahead 12½ percent.

He thinks the new building was a factor. "Life insurance is a funny commodity to sell. People don't say 'I like your shiny building, let me have one of your nice policies.' But the center does improve the atmosphere in which our salesmen go out to sell."

Rumors that Boston's other big insurance company may be contemplating a building bigger than the Pru's leaves Allsopp and his men unruffled.

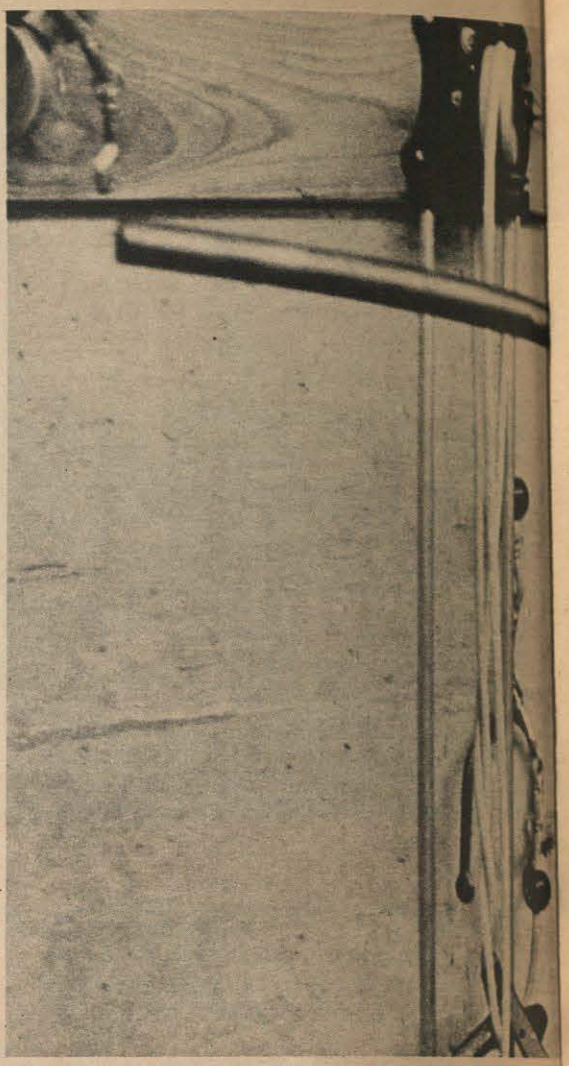
"We are betting that Back Bay will emerge as the shopping-business center in the city and this other building could only help."

He made perhaps the best assessment of the center and its impact:

"The most dramatic manifestation has been the epidemic of building, particularly office building, for which there was a kind of pent-up, latent demand which needed something to break the log jam. The Pru was it.

"We had seen the same thing in Chicago 10 years before. Our building there, the first major one in 20 years, started much the same sort of epidemic. It would have happened there anyway, and it would have happened here." ■

Everyone wants to answer the question asked by Principal Maurice Ford on one of his visits to Alice O'Reagan's second grade class at the Maurice Tobin School in Roxbury. The daughter of Hugh O'Reagan, principal of Boston's Rice-Franklin School District, Miss O'Reagan is one of the new breed of city teachers—young, pretty, lover of children who prefers teaching in the city to the much-praised suburbs.



"We have brought the program to the community," says Col Thomas H. Wright, executive director of the new Roxbury Y.M.C.A., "and we consider ourselves a community Y." There are about 2000 adult and children memberships and some 400 to 500 youngsters use the facilities daily. Special programs are conducted with the cooperation of neighborhood groups, schools and colleges.

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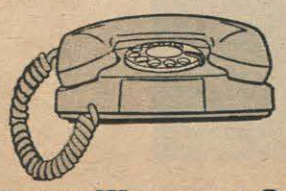

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Innovation at The Boston Stock Exchange

By Bruce C. Davidson
Financial Editor

THE financial world, like virtually all segments of our modern environment, is faced today with the need to change, to grow and to improve its techniques.

Boston is fortunate to have in its midst a stock exchange which operates in full awareness of the ferment of change and seeks aggressively to exploit the opportunities inherent in such change—to the benefit not only of its financial institutions but of the community as a whole.

Boston's exchange has a history which includes such lustrous eras as the days when an historian said it "is without question one of the most important commercial and financial institutions in this country, and its economic usefulness and the true reason for its growth and present prosperity, is that it furnishes the facilities by which a regular and constant market for the securities of great corporations of the country is maintained . . . "

Those were the days when Boston was the center of trading for stocks in most of the nation's largest railroads—about three quarters of a century ago. Following those years of opulence the exchange lost ground fairly steadily, moving further and further into the shadow cast by the prime markets in New York until a few years ago when the exchange membership realized that it had to reform or disband.

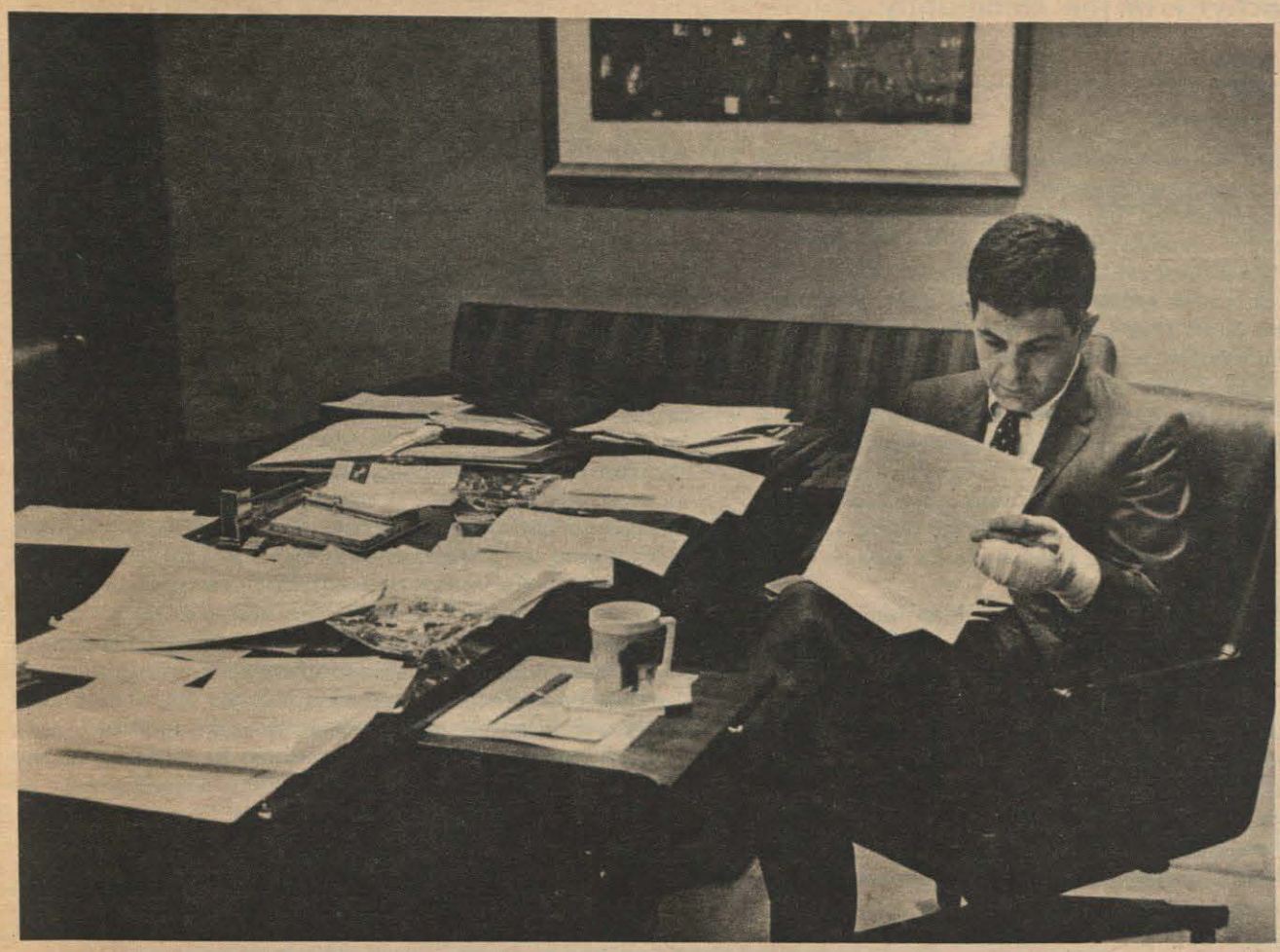
IN 1964 R. Willis Leith, a partner in one of the exchange's member firms, took on presidency of the exchange with the big job of sending it in a new direction.

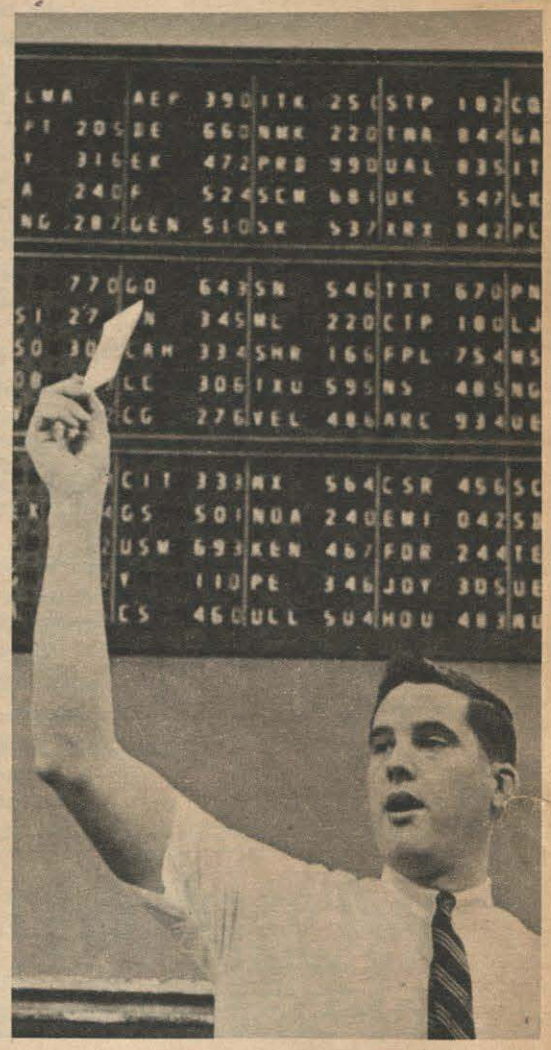
Leith and his colleagues agreed that professional management was vital to transfrom the exchange from its club-like, rather meandering atmosphere into an organization which could command an appropriate share of the nation's securities trading business.

Their search produced Frederick Moss, who took over as the exchange's first full-time, paid president in 1965. Moss, a lawyer who had served with the Federal Securities and Exchange Commission for nine years, has lived up to his promise as an energetic and knowledgeable administrator.

The exchange had some things going for it when Moss took charge. The most prominent asset for the large-scale investor was absence of a stock transfer tax of the sort levied in New York. A block of 5000 shares traded at more than $20 a share in New York involves a tax of $250, enough money to make it worthwhile for any investor to try to execute the transaction in Boston. Even on a small transaction of 50 shares the saving amounts to $2.50, enough to tempt the small investor.

THE exchange also furnished, as it still does, excellent service for odd-lot trades—transactions involving less





The world of numbers, names rules and transactions occupies the busy day of Boston Stock Exchange President Frederick Moss (above) and the exchanges members and personnel as they nurse trades through the long sequences of called orders, slips of paper, perpetual scanning of the ticker tape.

than 100 shares. Its particular strength in this area is speed of execution, especially if heavy trading around the nation overtaxes the communications facilities leading to those firms in New York which specialize in odd-lot trading.

Furthermore, the mere existence of the exchange expands the liquidity of securities markets—with the broker dealers here standing as an additional cushion between buyers and sellers of stock and helping to furnish more orderly changes in prices during short-term swings of strength between supply and demand.

And the trading that has been stimulated here, with a rise from 5.8 million shares in 1964 to 13.4 million shares last year has in turn added to financial activity in the community at large by increasing stock transfer operations and by stimulating local banks' loans to brokers, adding to brokers' deposits and generally stimulating employment.

Moss and the exchange during the past two years have moved and are moving in a variety of ways to strengthen and increase trading here.

The most visible improvement has occurred in the exchange's home. The trading floor has been entirely remodeled, not merely with fresh paint and bright lights but from an operational point of view as well, with trading concentrated at a series of posts rather than along the stretched-out ticker tape. Individual quotation consoles will allow specialists to check prices on the prime markets without having to scan the tape and will furnish them with bid and asked prices on which to base their own trading.

SIMILARLY, the clearing house offices, at which physical exchange of share certificates takes place, have been remodeled and updated, as have the executive offices.

continued

"And the trading that has been stimulated here, with a rise from 5.8 million shares in 1964 to 13.4 million shares last year has in turn added to the financial activity in the community at large."

Exchange *continued*

These latter improvements are significant indicators of the membership's willingness to make cash commitments to the success of the exchange. The lack of such commitments by members of the New York Stock Exchange may have been much more important in blocking construction of a new exchange building there than was the fight over New York's stock transfer tax last year.

The physical improvements in the exchange here were also a test—passed most successfully—of the members' devotion to duty. Trading continued uninterrupted in a chaos of scaffolding, hammering, plastering and painting, rubble and loose wires.

But the pride of improvement has even led the exchange to turn its face more brightly to the public and the revamped quarters include a balcony to let visitors view the activity on the floor.

But the most important change made by Moss and the exchange is far less apparent and much more complex in character.

IT WAS a shift in rules relating to commissions, designed to make the exchange more useful to the institutional investor—and competitive with other regional exchanges.

These institutional investors—mutual funds, insurance companies, banks, colleges, pension-fund—all make changes in their common stock portfolios, for which they pay brokers fees.

Among the institutions the mutual funds have perhaps the most complex relationship with brokers who handle their portfolio transactions and also sell the funds' shares to the public. The funds pay brokers for this service with the sales commission or "load," but receive other services such as research and market quotations.

These other services, also received by other institutions, come from many directions over a period of time, while the institution may have relatively few but large portfolio transactions. So institutions may direct their brokers to share commissions with other brokers who have furnished some earlier help. This shared commission is known as a "give-up."

The Boston Stock Exchange last year started allowing its members to give up as much as 40 percent of its commission to non-member broker dealers. This rule allows institutions to compensate firms with brokerage fees even though they may be too small to belong to the exchange or to perform trading for, say, a fund.

New York Stock Exchange member firms handling block transactions for institutions may prefer to work through Boston's exchange because the Big Board does not currently permit its members to share fees with non-members on Big Board transactions, in addition to the fact that it may be a faster and more efficient way to execute large orders.

BOSTON'S give-up rule has clearly been successful in attracting additional trading to the exchange, perhaps most of the 90 percent gain in the number of shares traded in 1966 over the 1965 total.

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It is, unfortunately, under attack from at least one and possibly two directions. The SEC, Moss' former boss, has attacked the give-up as well as other traditional reciprocal brokerage practices. The SEC, which has announced that it favors lower commissions on large block transactions, has argued that if a broker can afford to share fees, he should charge lower rates and let the customer benefit.

Moss and others in the financial community argue in rebuttal that the question is much more complicated from an economic point of view than the SEC realizes and that adequate study by the SEC will show the give-up to be justified.

But there is the possibility, in the event the SEC does not act on its proposal to ban the give-up, that the New York Stock Exchange will allow give-ups to nonmembers.

Either possibility would seem to work hardship on Boston's exchange but in view of the increased reliance on the exchange by major financial institutions, Moss and his colleagues feel optimistic about the future, for the future of the securities business depends on much more than just the location of trading.

One of the biggest problems facing the industry today is its successful growth—more than 15 million shares changing hands daily on exchanges around the country plus an unknown number of unlisted shares in the over-the-counter markets. This enormous volume creates harsh problems in bookkeeping, personnel and procedures for all firms, but especially for the medium-sized and smaller ones.

Moss is careful about indicating the exact directions the exchange may be headed as a service organization for its member firms but it is easy to guess that computer operations could play a major role in the heady world of names and numbers that make up the securities business. The casualties, takeovers and genuine mergers that have peppered the securities business in recent years have been dictated in part by the need for greater operating efficiencies. Boston's exchange could very well serve as a service umbrella under which many firms could gather. ■

The gains made by Boston's Stock Exchange appear vividly in the number of shares traded on the exchange in recent years and the dollar value those shares represented.

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WHO belongs to Boston's Stock Exchange?

Brokers, of course. But one of the fascinating aspects of the exchange is that it serves a much wider spectrum of member firms than such august organizations as the New York Stock Exchange. In brief, its membership runs from some of the largest national firms to relatively small firms who concentrate their operations in a single location here.

There are the big wire houses, designed to handle what might be called the retail trade of everyday business. Typically, such houses have offices in major cities all over the country. They have research departments looking at hundreds of companies, preparing to answer almost any investor's questions.

These large wire houses are also members of the New York and American Stock Exchanges and of other regional exchanges in Chicago, Los Angeles-San Francisco, Philadelphia-Baltimore-Washington, Detroit and perhaps other less prominent operations.

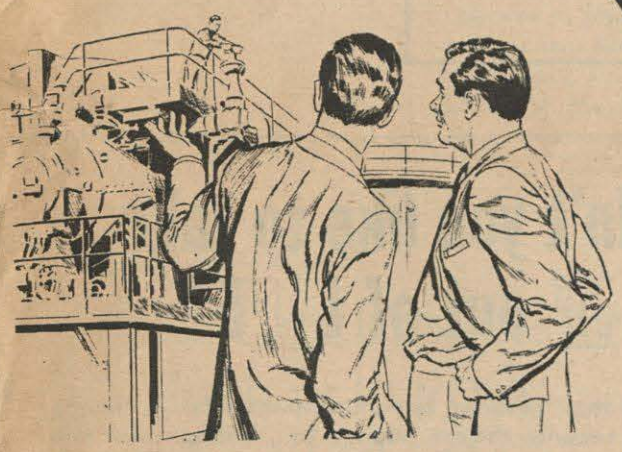
Many of these firms are headquartered in New York or other major cities, but have large offices here to serve both New England's large investing population and to handle investments for the many financial institutions centered here.

There are also New York Stock Exchange members who are headquartered

continued

The Board of Governors

Reading clockwise from man pointing finger: Stearns Poor, treasurer, Specialist; Elmer Herskind, executive secretary, Boston Stock Exchange; Vincent M. Cantella, governor, president, Cantella & Co., Inc.; Gordon B. Hanlon, governor, member, Boston Stock Exchange; Irving E. Gunn, governor, member, Boston Stock Exchange, Dominick & Dominick, Incorporated; Weston W. Adams, governor, partner, Weston W. Adams & Co.; Harry W. Besse, governor, partner, Hutchins, Mixter & Parkinson; Robert U. Ingalls, governor, partner, Tucker, Anthony & R. L. Day; Joseph D. Buckley, governor, partner, H. C. Wainwright & Co.; Robert W. MacArthur, governor, partner, Paine, Webber, Jackson & Curtis; Robert F. Goldhammer, governor, vice president, Kidder, Peabody & Co., Incorporated; Frederick Moss, president, Boston Stock Exchange. Absent when photo was taken were: R. Willis Leith Jr., chairman of the board of governors, partner, Burgess & Leith; Nelson S. Burbank, governor, Burbank & Co., Inc.; Richard W. Lisle, governor, vice president, Brown, Lisle & Marshall, Incorporated; William T. Kemble, governor, partner, Estabrook & Co.



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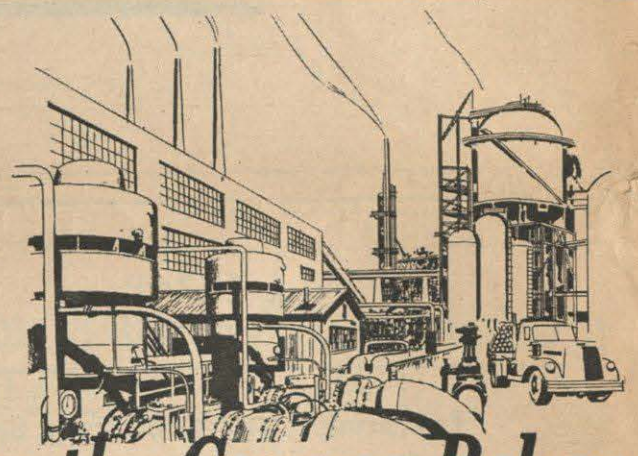

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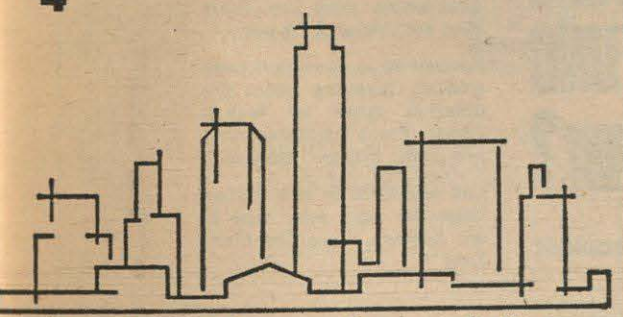

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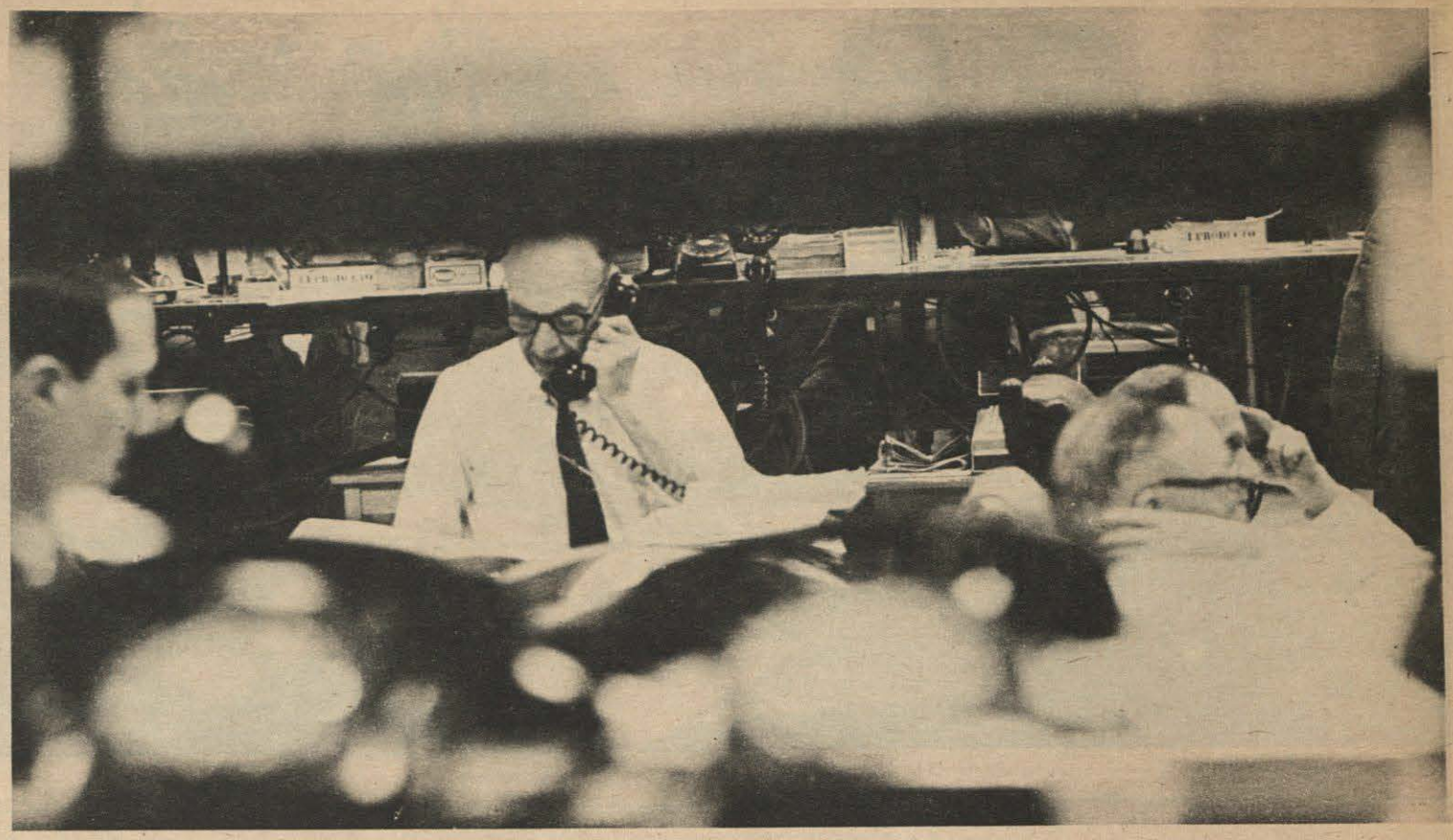

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Membership *continued*

in Boston or some nearby community but have access to the New York markets through the services of some firm that has facilities there. They may wish, with good reason from their own and their customers' point of view, to trade on the Boston Stock Exchange. Such trading allows them to retain all of the commission for the transaction, making them a stronger agent for their clients' transactions.

THE lower capital requirements of the Boston Stock Exchange and the much lower cost of buying a seat – currently about $12,000 here against about $300,000 for a Big Board seat – are added to lower overhead costs of operating in Boston. All these factors make it possible for smaller firms here to trade directly on behalf of their clients, a fact which keeps alive a number of firms that would otherwise have to go out of business. The exchange acts, in short, as a stimulator of activity in the community.

In addition to size, brokers may be distinguished by their clientele. Many larger firms cater to both the individual and to the institutional investor. The institutional investor may be a mutual fund, a bank, a pension fund, an insurance company.

Other firms may concentrate on institutional clients to the virtual exclusion of the individual client. These firms use Boston's exchange for a variety of reasons. Among these are the fact that the exchange has developed into a clearing house for institutional orders, in part because of the heavy concentration of mutual funds, banks, insurance companies, colleges and other investing institutions right here.

This makes it simpler for brokers and their clients to sell or locate sizable blocks. And a large-block order handled on the exchange here may, according to exchange officials, move with greater ease and speed than in the New York market, where other orders interfere with the block either in terms of price or timing. ■

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How You Use The Boston

WHAT is a stock exchange?

It is a place where buyers and sellers of stock meet to bargain over the price of a trade.

Does that mean Mrs. Jones may take her seven shares of American Telephone & Telegraph Co. down to the Boston Stock Exchange at 53 State Street and haggle with Mr. Henry, who would like to buy five of them?

No. Stock exchange trading is limited to members who hold one of the seats on the exchange and have demonstrated to the exchange and the National Association of Securities Dealers that they are competent to follow the procedures of securities trading. Membership on the exchange is a possession—it has value which is determined by supply and demand. Seats, as membership is known, have been sold on the Boston Stock Exchange for as little as $1500 about three years ago, and as much as $13,000 in recent months.

How does one buy or sell a stock on the Boston Stock Exchange?

By placing an order with a broker who is a member of the Boston Stock Exchange. If an order is placed with a non-member broker, he must process the order through a firm that is a member.

What does the broker do?

HE forwards the order to the floor of the exchange by phone or teletype. Take the seven shares Mrs. Jones wants to sell. Her order is carried by her broker's representative on the floor to the specialist who handles A.T.&T.

How is the price determined?

In the case of Mrs. Jones' "odd lot"– less than 100 shares – the price is determined by the next round-lot transaction on the New York Stock Exchange, minus the odd-lot differential. This is designed to assure equivalent executions on all regional exchanges.

Suppose that the next trade in New York had taken place at 61⅝. Mrs. Jones' shares would be sold by her broker's representative to the specialist for 61⅜. The broker's representative would send word to the broker and Mrs. Jones would receive $61.37 a share or $429.59 minus commission of $9.30, or a net of $420.29.

If Mrs. Jones had wanted to buy seven shares, she would have paid 61⅞ – the odd-lot differential being added rather than subtracted.

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Stock Exchange

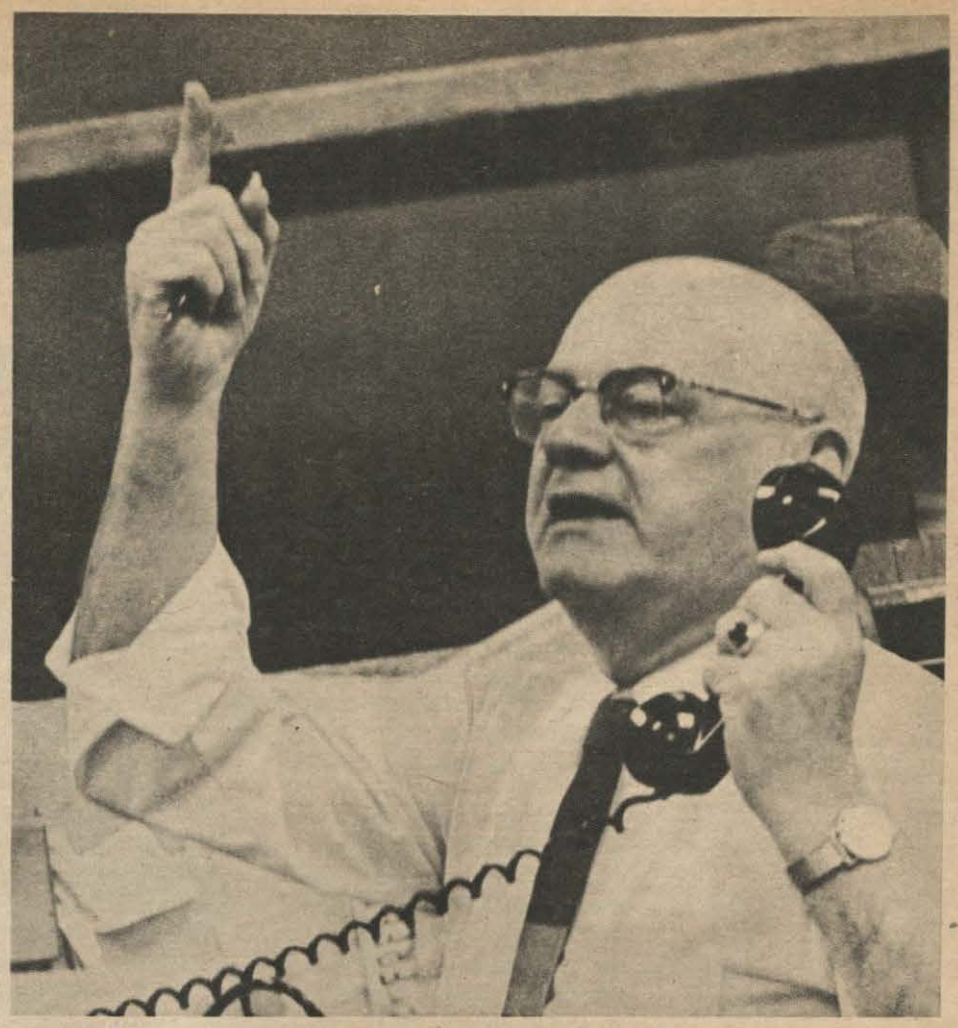
Are round lots – 100 shares or multiples of 100 – handled the same way?

Yes–up to a point. Orders reach the floor in the same way but the specialist "makes a market" on at least 100 shares on all round-lot orders, with either the bid or the asked price the same as in the New York market.

THE specialist will quote a market that is usually identical or quite close to the price on the prime market in New York if he is willing to take a position in the stock but he may not match the New York quotation if, at that moment, he is unwilling to take a position.

By trying Boston first, says Frederick Moss, president of the exchange here, a broker may obtain a better price for his customer. At any rate, if the Boston market is not equal to or better than the New York market, the broker is, of course, free to place his customer's order in the New York market or wherever he can find the best price. It costs the broker no more than a phone call to "try Boston first," Moss emphasizes.

continued



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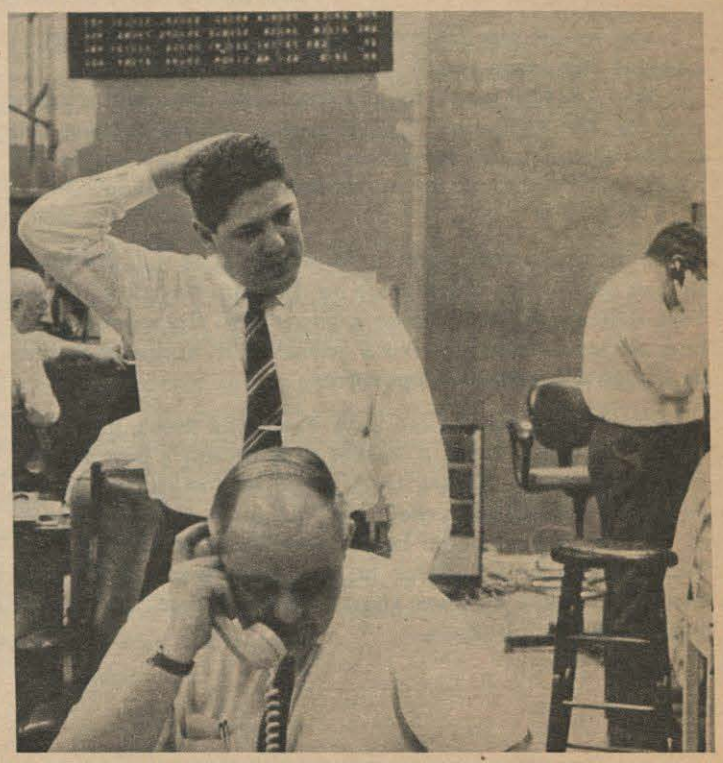
Procedures *Continued*

If an order appears for some multiple of 100 shares, the specialist may agree to handle 100 but pass up the remainder. Not uncommonly an order may be called out for, say, 1200 shares of a company. The specialist here may handle 200 shares, a few seconds later 300 more may be taken care of on the Philadelphia exchange, 200 more in Chicago and the remaining 500 will appear as an order on the New York Stock Exchange – all in the space of perhaps 90 seconds.

The advantage for the buyer in such a case is that the demand represented by his order for 1200 shares has been spread over four exchanges rather than being concentrated in a single spot. If he were a seller the same principle would apply–his supply would find four buyers rather than only one, possibly avoiding a lower price.

HOW many companies are on Boston's Stock Exchange?

About 500, with 300 of these being issues in which dealers are prepared to make a market in both odd and round lots. Most of these are "dually listed," which means that they are traded on the New York Stock Exchange or the American Stock Exchange as well as on the Boston Exchange. Some of the companies are listed exclusively on the exchange here, and the primary market is "made" by the specialist here rather than reflecting transactions in the principal market in New York. ■



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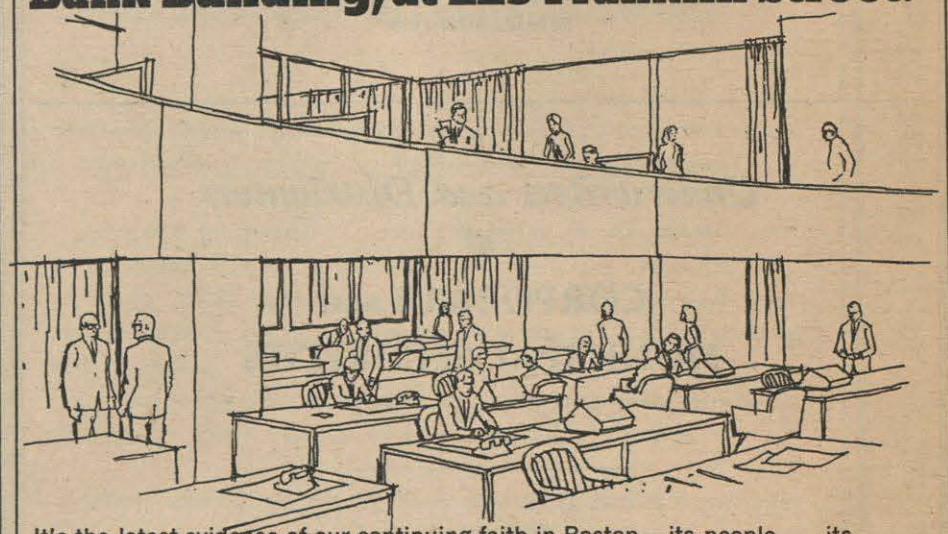

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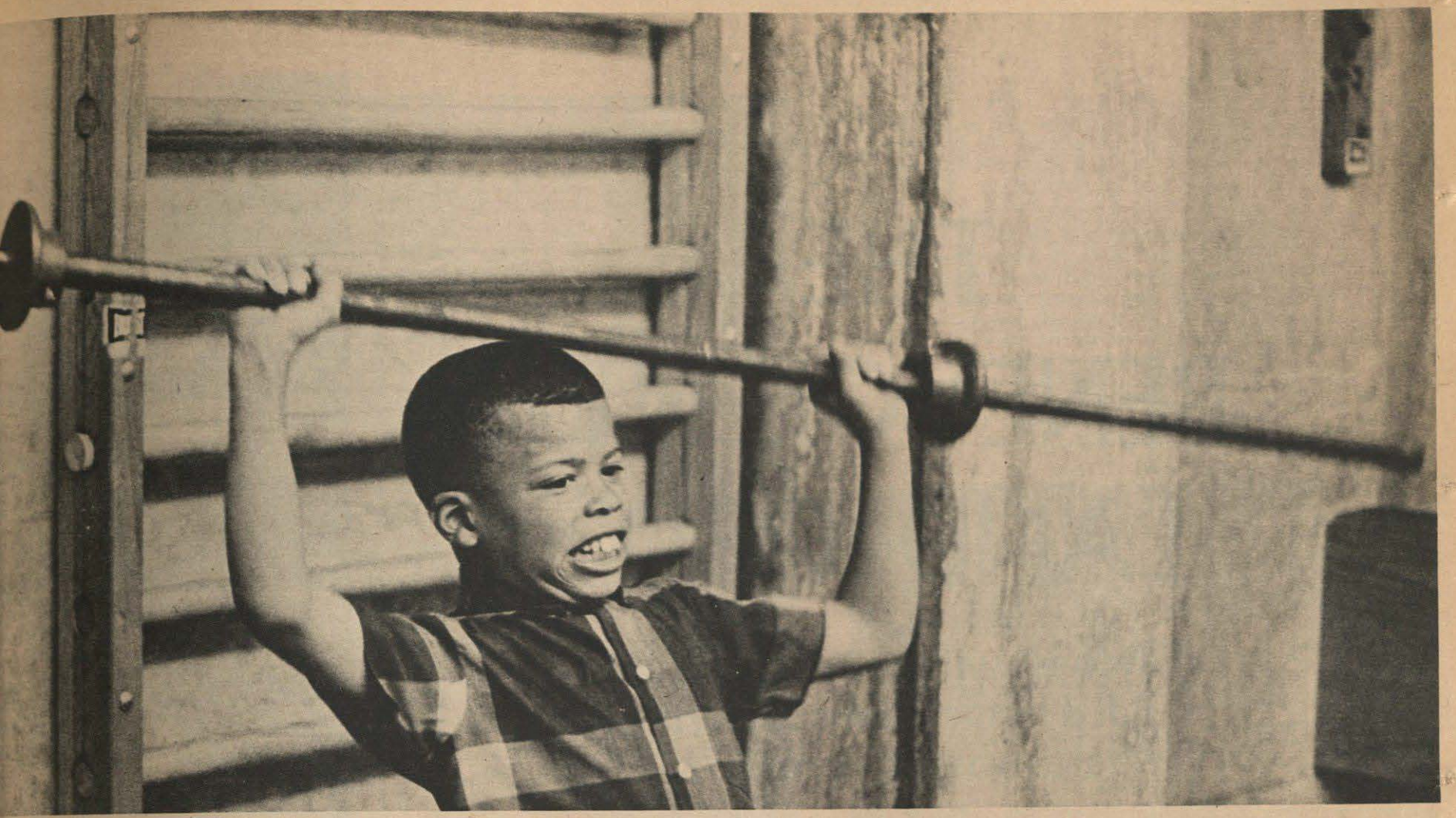

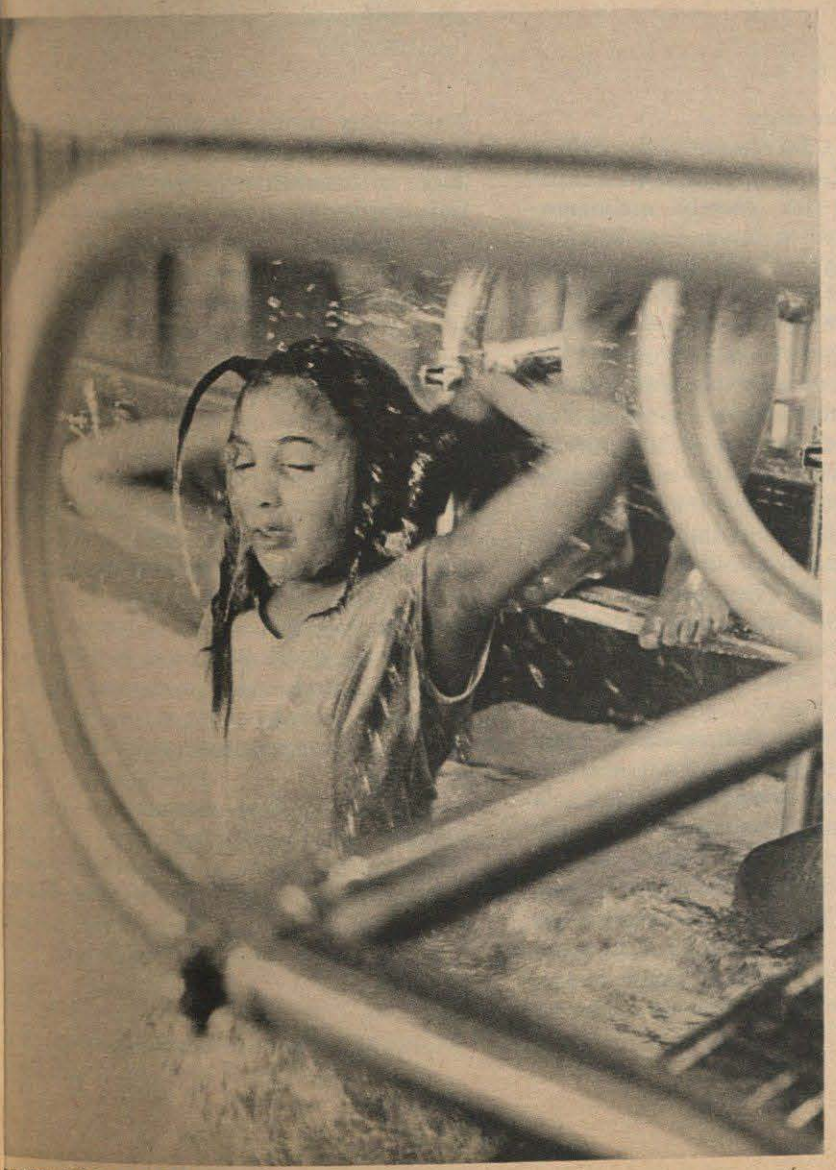

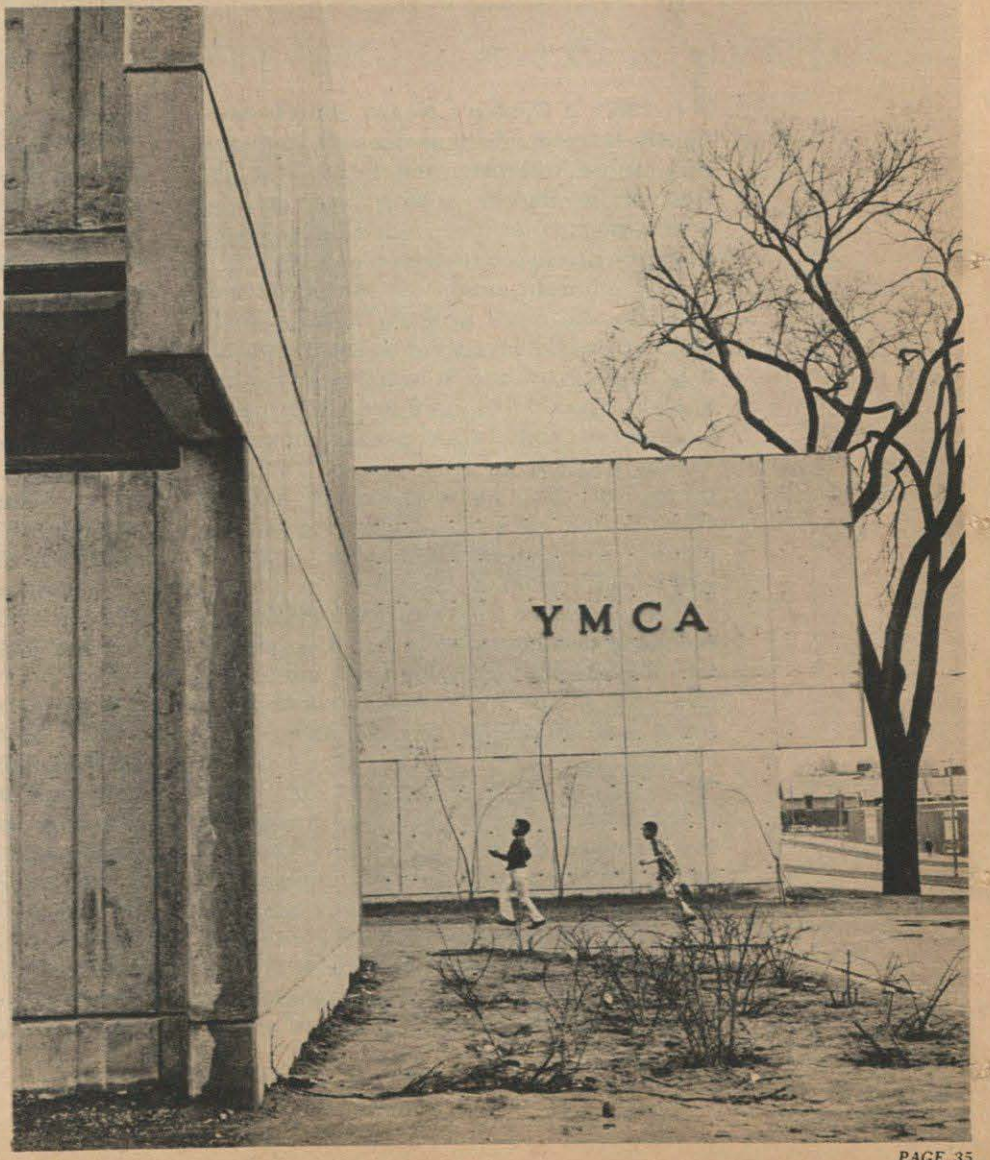
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THE BENEVOLENT LANDLORD

churches, unions and other public-minded associations have become landlords-without-profit

IN 1962, a Roxbury Negro church cautiously entered a field neglected by private real estate interests and built Boston's first major middle-income housing program as part of the Washington Park, Roxbury, urban renewal project.

The church action, encouraged and aided by the city's renewal agency staff, resulted in the eventual construction of 178 two, three and four-bedroom units, quickly tenanted by hard-pressed citizens looking for good but inexpensive housing.

The decision by Rev. George Thomas, pastor of St. Mark's Congregational Church, and his parishioners to get completely involved in community renewal had two effects on the city:

—It launched the city's emphasis on neighborhood housing construction under the F.H.A. 221d3 low-interest mortgage and loan program to encourage both non-profit and limited dividend builders.

THE concept is one that was pushed at the outset of the renewal program by the city's development director, Edward J. Logue, and Mayor Collins. Their theory is that only through such housing can the city retain a segment of its dwindling but important middle-class population. Prior emphasis had been given to luxury apartment construction only.

Marksdale, Charlame, Academy Homes, Warren Gardens, these pleasant-sounding names for family moderate-income developments have now become the focus of neighborhood improvement projects. The "children are welcome" sign is evident in these development and rentals range roughly form $75 up to $130 for one to four bedrooms, including heat.

—And it resulted in the emergence of a new social phenomenon. A new breed of landlord arrived on the real estate scene: the non-profit housing sponsor.

He may be a union official or clergyman, fraternal order member or a just plain citizen with an average nine-to-five job. And his skin color may be white, black or yellow.

MEN of the church whose lives have been devoted mainly to spiritual matters now suddenly find themselves sophisticated in more mundane matters of real estate, mortgages and architecture.

Behavior of the tenant—his housekeeping customs, his economic plight, his relationship with his neighbors—has become as much the concern of these social-conscious landlords as their own family affairs and daily personal problems. Their only profit for the time and effort is the satisfaction gained in helping to meet in a small way dire needs for good housing and improved communities.

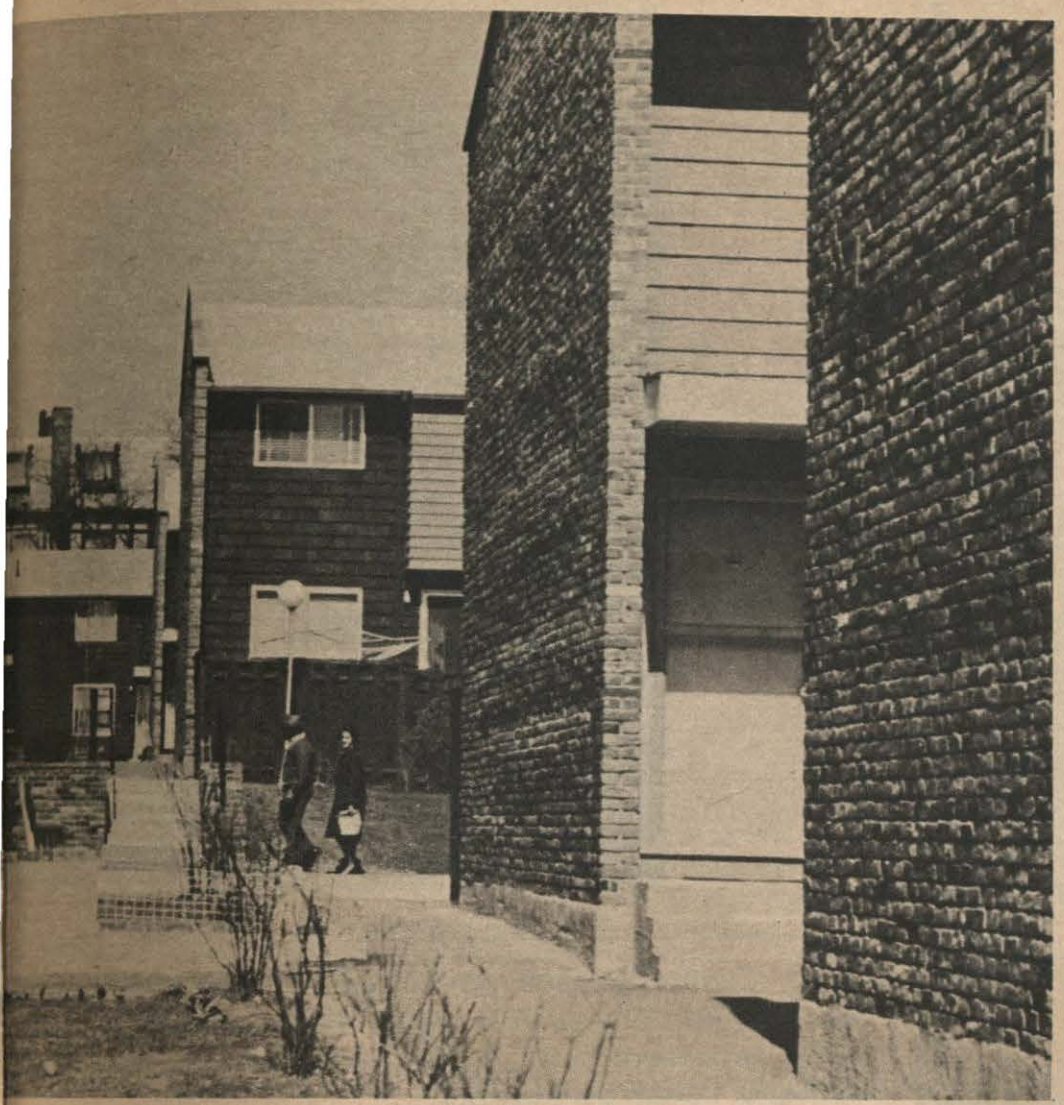
Non-profit sponsorship has been through corporations organized in the communities and the corporation in effect is the "landlord." Boston has about 20 such non-profit corporations and the list will grow in the future.

St. Mark's Townend st. "Marksdale" projects were followed by St. Charles, A.M.E. Churchs' 92-unit development at Humbolt av. The two-story brick, garden-type row house development was dubbed "Charlames Homes" by Rev. Walter Davis of St. Charles and his parishioners.

This church is now constructing a 38-unit adjunct, one of the first in the country which will house low-income tenants whose rents will be paid mostly by the Federal Government's rent supplement program.

Edward Sullivan and his Building Employees Services Union, Local 254, followed with a 202-unit "Academy Homes" development along Columbus av. in Washington Park on land purchased by the B.R.A. from the Catholic Archdiocese.

TODAY Local 254—having seen its first



Marksdale Gardens, left, in Washington Park, Roxbury, was built by St. Mark's Congregational Church. Charlame Homes, also in Washington Park, serves as background for Rev. Walter Davis, below, minister of St. Charles' A.M.E. Church which sponsored the project. Housing is discussed by tenant Rudolph Walcott, left, and Edward Sullivan, bottom, official of Building Services Employees Union, Local 254, which built Academy Homes and is building a second project of 315 units.

development quickly rented—is in the midst of a 315-unit complex construction along Washington st. This is to be the city's first low-income cooperative, an attempt to make an urban home owner out of the small wage earner. The union envisions monthly charges of roughly $75, $85, $95, and $110 for one, two, three and four bedroom apartments with only a token down payment.

In Boston about 1000 units of 221d3 housing have been built. Some 500 more will soon get underway or have been started, including the 228-unit "Warren Gardens," a colonial-type row house development along busy Warren st.

These community-oriented landlords have either built or have plans well underway—in Washington Park, the South End, Charlestown—for roughly 2200 housing units. The figure is expected to grow in the next few years.

Non-profit groups also are getting involved in some 1000 units of home rehabilitation programs in renewal areas in collaboration with the city's renewal agency.

WHILE the emphasis has been on non-profit sponsorship, the program also encourages limited-dividend groups.

The largest single 221d3 limited-dividend development to date is the enormous 20-acre 500-unit Castle sq. "superblock" housing development radically changing one end of a once- decrepit area of the South End.

Castle sq. seems destined to become one of the best integrated communities, with a good representation of Negroes, Chinese and Whites already listed as tenants. A variety of ground-floor stores will contribute to a more vibrant urban life. Twin high-rise public housing towers for the elderly also are integrated with the private development—the first marriage of public-private housing in Boston.

Other limited dividend 221d3's have been built outside of renewal areas—in Brighton, East Boston and West Roxbury. The D3's are for those with incomes from about $4000 to $9000.

One criticism is that the real need for housing is in the lower-income groups. The general plan of the city envisions adding some 5000 more public housing units by 1975 to the roughly 15,000 inventory. Housing critics call for much more.

But there are public housing tenants now occupying the 221d3's. The attempt is being made to reserve at least 10 percent of new units for eligible public housing tenants.

continued

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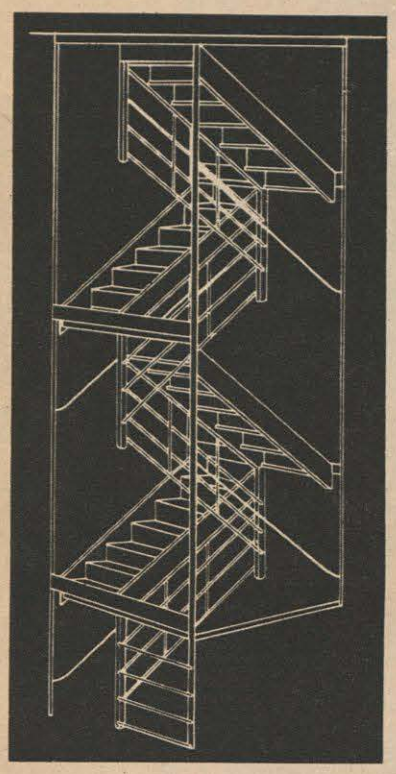

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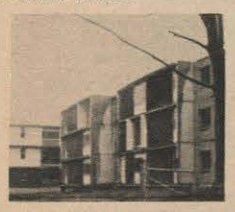

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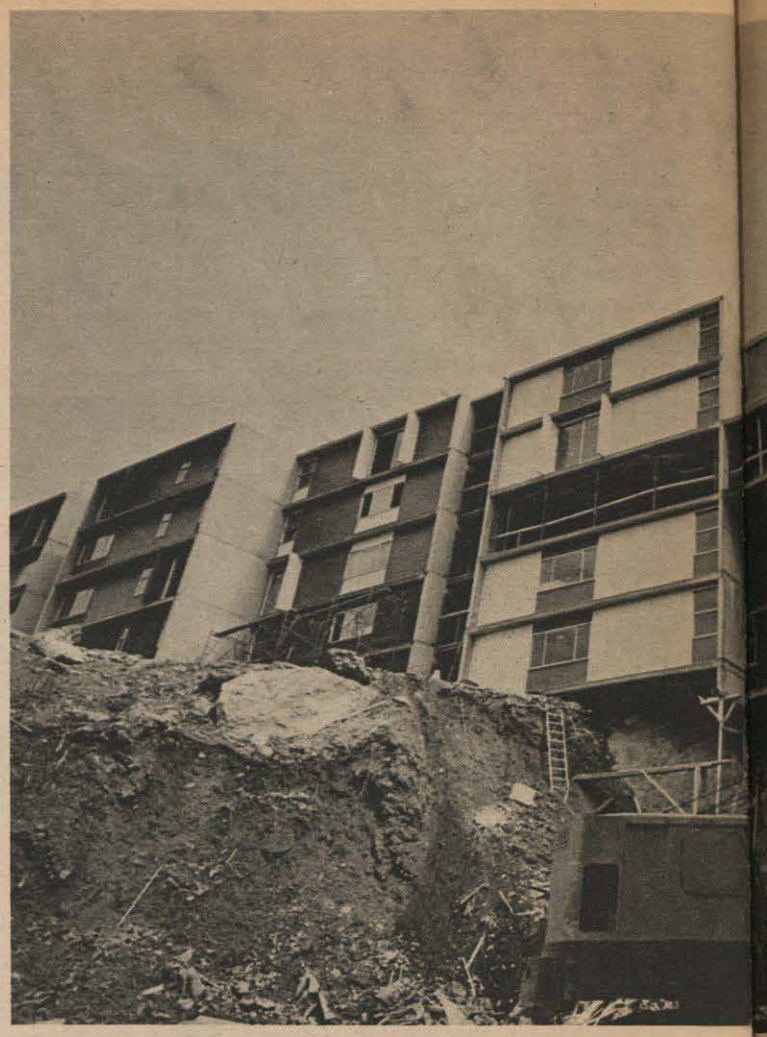


"The Castle Square development seems destined to become one of the best integrated communities, with a good representation of Negroes, Chinese and Whites already listed as tenants."

HOUSING *continued*

Their rentals of course will be partially supplemented by the Boston Housing Authority. In Castle sq., for example, 50 tenants are public housing charges. The mixing of income groups is seen as having a beneficial effect on the low-income families, according to social experts.

BUT housing critics feel that while the idea is sound, the amount of 221d3's being built is still not large enough to make a dent in the low-income housing shortage.

Boston expects to continue to emphasize this type of program in most renewal areas—assuming Congress doesn't scuttle this or the rent supplement and the leased housing program of the public housing administration.

The renewal program envisions some 700 units in the South Cove, 3500 in the South End, 1400 in Charlestown, 1500 in Washington Park and even 400 in the Atlantic av. waterfront project. In Chinatown, businessmen and representatives of Chinese benevolent groups have banded together to construct a 200-unit low and high rise 221d3 apartment development this year.

In Charlestown, the first non-profit housing venture is expected to be about 300 units along a beautified Little Mystic

Nearing completion in Washington Park are 315 more units of middle-income housing along Washington Street, under sponsorship of the Building Employees Services Union, Local 254.

River frontage. Sponsors, the Bunker Hill Development Corp., will comprise church, community and business representatives.

In Washington Park, St. Joseph's Catholic Church is readying plans for a 125-unit development within the church vicinity.

The Twelfth Baptist Church in the same district is planning 58 units.

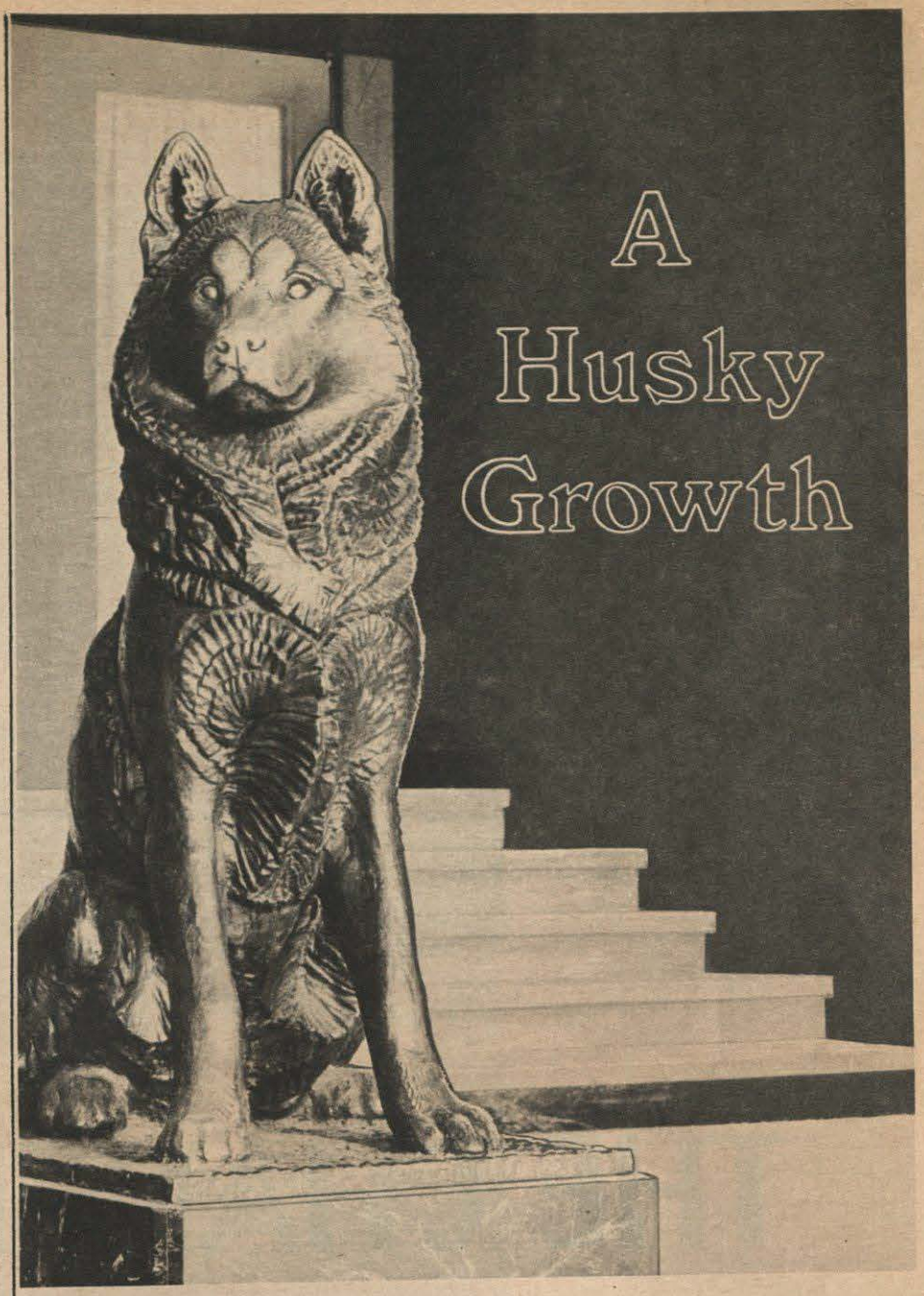
MASSACHUSETTS Housing Assn., affiliated with Goodwill Industries and the Church of All Nations has under agreement the rehabilitation of housing dwellings in Washington Park. It also is sponsoring a "prototype" housing study to build new housing on empty scattered "cavity blocks" within the South End.

St. Mark's Church, in addition to building new housing also plans to renovate from 300 to 400 dwellings.

The Union Methodist Church in the South End and its congregation are formulating plans now for a 125-150 unit housing development along Columbus av. between West Newton and Yarmouth sts.

The Grant A.M.E. Church in the South End will construct 175 apartments on Washington st. between Northampton and East Lenox sts. and the Tremont Methodist Church and workers are neogtiating for "Tremont Homes" to consist of 60 to 110 dwelling units along Tremont st. at Concord sq.

And in No. Harvard, Allston, an ecumenical church group seeks to build 175 to 200 dwellings, partially for the elderly. ■



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The long search for adequate housing ended happily for Howard and Jeannette Blunt. In the living room-dining room of their new Castle Square apartment, they finish supper with their children, Howard, 10, Lester, 8, Dale, 4 and Teresa, 2.

The Torres children (from left, Vivian, 8, Maria, 11, William, 6, Victor Thomas, 12, and Jose, 9) have better appetites and have been doing better in school since they moved into a new apartment in Castle Square. In their former apartment, the floor was caved in and pipes leaked.

THE CHANCE TO HOPE

By Janet Riddell

"I'D BEEN looking and looking for months for good housing. There was no room in the projects. Everywhere I went they'd say 'no children,' or once in a while, 'no colored,' but most often it would just be too expensive."

Howard Blunt, just home from work, is still dressed in the blue uniform he wears as a motel houseboy.

He supports a wife and four children on about $70 a week—and until a few weeks ago he was spending half his income on a substandard apartment.

His problem was shared by an estimated 250,000 families in Massachusetts who are faced with a shortage of adequate low-income housing.

Now, due to a new Federal rental assistance program operating in Boston, the situation—for Blunt at least—is different.

continued

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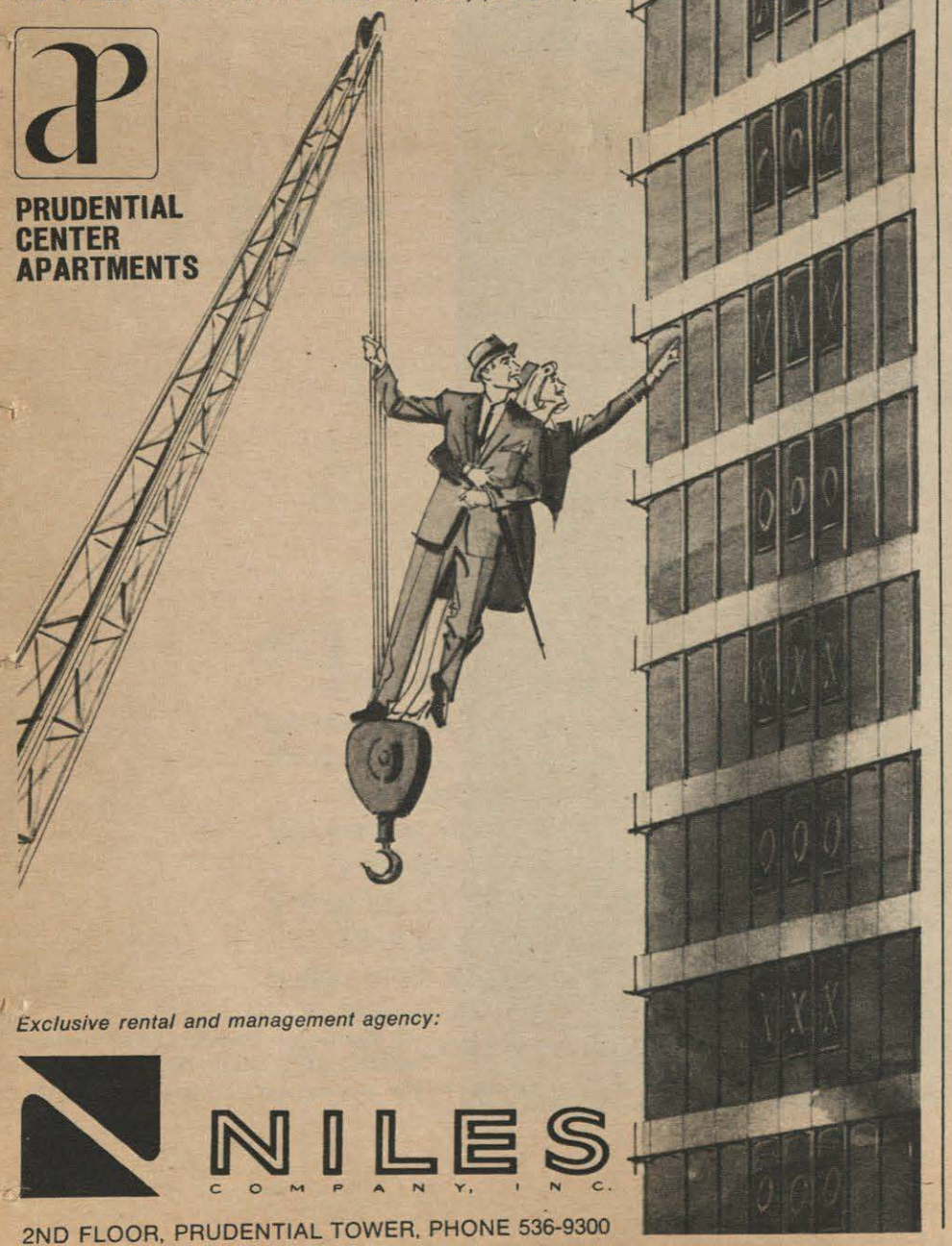

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"Before I moved here I was paying $75 a month, and when you added in gas and heat I was paying half my month's salary for a three bedroom place with rats as big as cats. Now I can begin to save... for a few things for the house... for when the kids get old enough for school."

RENTS *continued*

"You would have had to see the other place to know the difference," he says, seated in the living room of his new four-bedroom apartment in the South End's Castle Square, a private moderate-income urban renewal housing development.

"Before I moved here I was paying $75 a month, and when you added in gas and heat I was paying half my month's salary for a three-bedroom place with rats as big as cats."

NOW, for a new heated apartment that rents at well above his income range, Blunt pays about one-fourth of his salary and the same as he would pay in a public housing project. The balance is paid through Federal funds by the Boston Housing Authority.

Through the Federal "leased housing" program now operating in Boston about 1,000 low-income families will be able to move into private standard housing formerly beyond their income range.

Not too rosy a picture can be painted of the program yet, however. Fewer than 100 families have been able to take advantage of it so far. The program needs the participation of landlords and tenants in private housing throughout the city in order to succeed.

For Blunt, the change not only means "being in a place where it's warm and clean and no rats," but also "now I can begin to save. First for a few things for the house. Then I'll start putting away for when the kids get old enough for school."

For many families on the program, the change has meant more than just help with housing. For Eugenio Torres, it has meant that his five children, once frequently ill because of poor heating in the family's old apartment, now attend school regularly.

For Gilbert Hodge's teenage son, it has meant a better place to study, better grades at school, and better friends—not the rough gang in that old neighborhood.

ABOUT 249,000 families now looking in vain for adequate low-rent housing will be unaffected by the program—unless it is expanded.

State legislators will soon be voting on a 1968 budget request from Gov. Volpe for $150,000 to support a state rental assistance program which would aid another 250 families.

That is a "mere drop in the bucket," according to social workers. Legislators could vote to raise the appropriation.

"The need is especially pressing in urban renewal areas," says David Liederman, who is under contract as head of Family Relocation for the Boston Redevelopment Authority in the South End.

His office looks out on an urban renewal area where thousands of substandard buildings have recently been replaced with handsome modern apartments. "The only trouble," says Liederman, "is that about 60 percent of the 3,000 families we're relocating are on incomes too low to afford the new rents."

Rents for a four-bedroom apartment in an urban renewal development range from $105 to $132 a month. People such as Mrs. Gertrude Hudson, a ward nurse who earns $85 a week to support seven children, comment simply, "I just can't pay that much."

REGULATIONS in the new developments would prevent Mrs. Hudson from crowding her seven children into a two-bedroom apartment as she is now doing in Dorchester "in the only apartment I could find that I could afford."

She is paying $85 a month for the apartment—$20 more than she was spending for a three-bedroom heated apartment before she was relocated from the Roxbury area. She has been searching for two years for adequate housing.

Supporters of leased housing point out that without it, or without some form of low-income housing, new slums may result in areas where families like the Hudson family are getting crowded into small spaces.

They also argue that leased housing may be the best way to "desegregate" the poor. No building would hopefully have more than a handful of rental assistance families, and neighbors are not told who is on the program and who isn't.

Opponents, however, point out that housing alone does not necessarily solve all of a family's problems. Many landlords fear the objections which might come from other tenants if they should take in "just any kind of people"—a large family on welfare, for example, with many children and many problems.

THE BRA has developed a "Good Housekeeping Program" with a small number of social workers who work with those rental assistance families who need outside help. Of 36 rental assistance families they worked with who moved into Washington Park urban renewal developments, four have been asked to leave because of complaints from other tenants.

Landlords who have experimented with the program report that "our rent subsidy tenants pay their rent more regularly than most families. We had housekeeping complaints from other tenants at first, but they have stopped."

Many rent assistance families, such as the family of Gilbert Hodge, report that the new housing has given them increased incentive to keep up their property.

"Now you look around and you'll see that in this section everybody keeps his place up," says Hodge, looking out his door at the eight swept porches in his section of Charlame Park in Roxbury. "When you move into some place new," he says, "you aren't going in on somebody else's dirt and you're bound to keep it up. There's no one to blame but yourself if you don't keep it clean."

Neighbors of some rent assistance families complain that they are poor housekeepers, but the attitude of many tenants is reflected in a comment by an insurance salesman living in a Washington Park urban renewal development:

"Nobody knows for certain who's on rent subsidy around here. I figure there's an equal proportion of good housekeepers and bad ones among us all. And the ones of us who see a family's got more problems than we do—we can help."

As far as Howard Blunt is concerned, the best reason for a rental assistance program is that it encourages families to help themselves.

"Before we moved," he says, thinking back to the time when no savings were left after the rent was paid, "I never dared hope I could ever start thinking toward the day when maybe my son would be coming back home with a college diploma." ■

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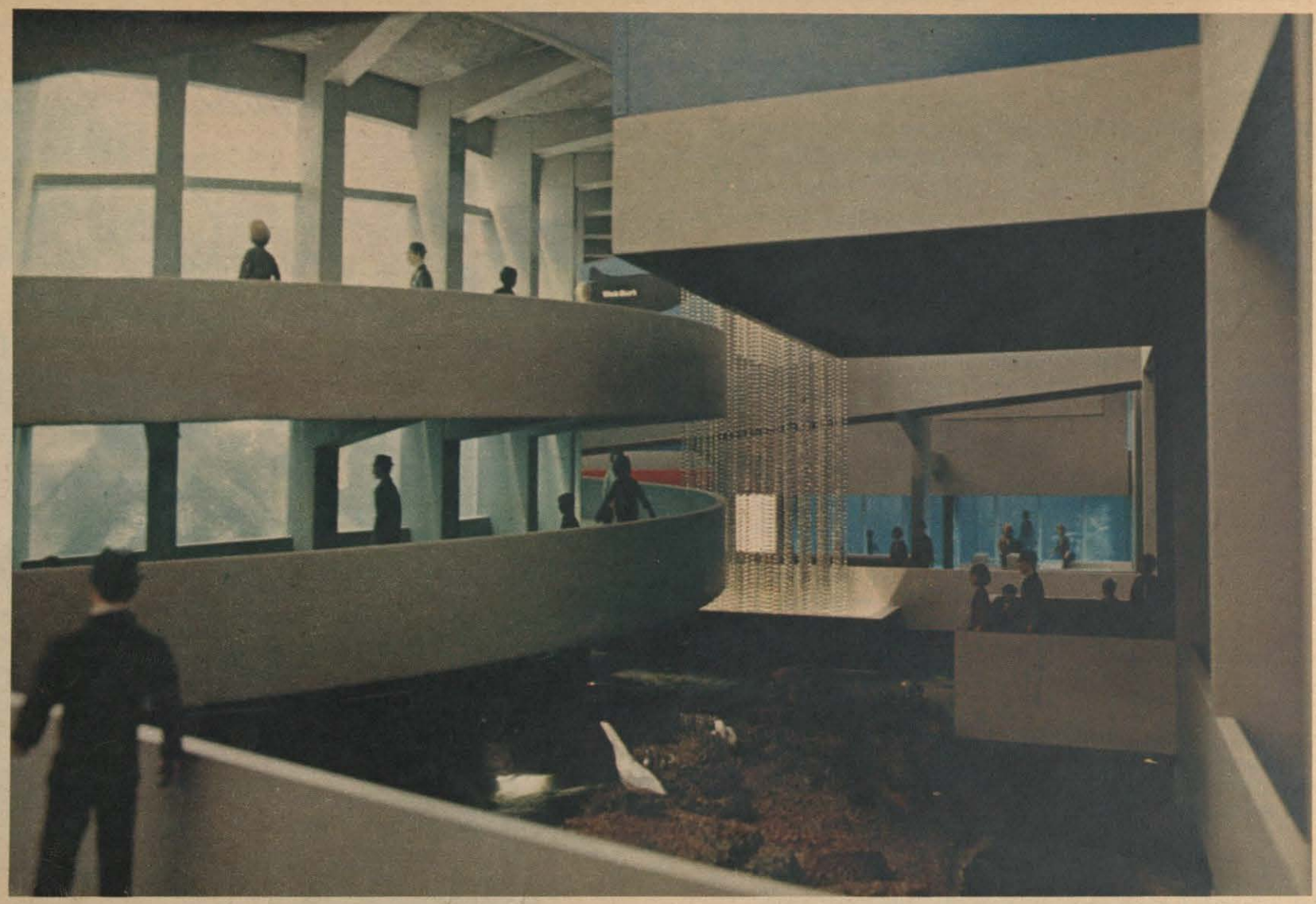
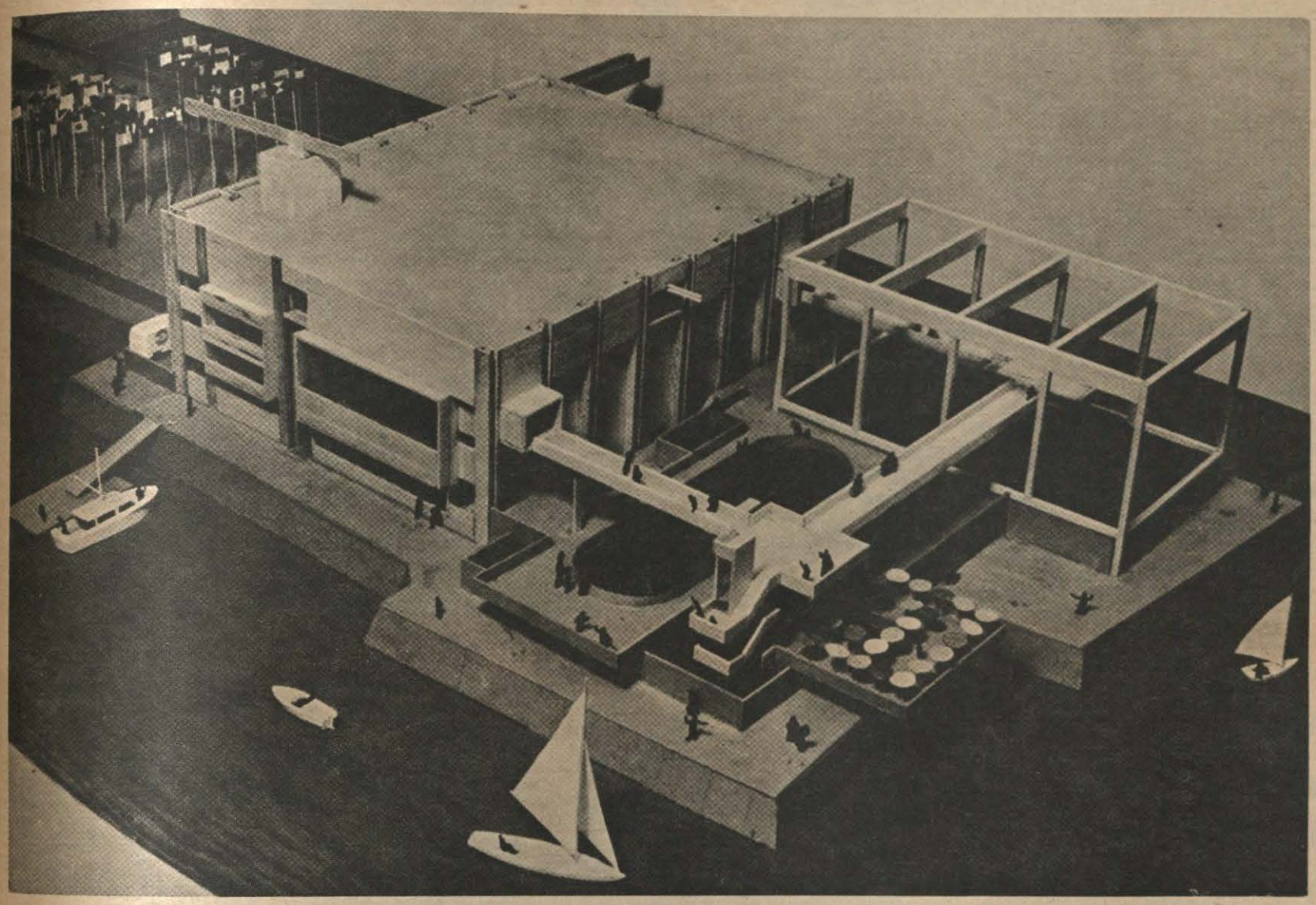


These scale models of the Aquarium show how the building is designed to bring people and fish together in a liquid atmosphere suggestive of the flow and rhythm of fish.

BOSTON SUNDAY GLOBE

A FISH TANK TO FLIP OVER



The center of the new waterfront, Boston's aquarium will be an exciting and educational, liquid and spatial experience

By Sara Davidson

THE New England Aquarium sits on the fulcrum of the Waterfront Urban Renewal Area.

It will be a large, sealed white box on Central Wharf, flanked by sky-climbing towers, office buildings and a motel, by India and Long Wharves, by boats and green waves, flags and a windy terrace.

When it opens to the public at the end of the year, visitors will pass through a sea change. The inside of the aquarium will be dark and dreamlike. Light will filter through the tanks with 1500 species, interlaced about a giant tank in the center of the building.

Traffic will flow up the sides of the aquarium and spiral down around the center tank. A shark wall, a water curtain and sea birds will be on the west side. Visitors will walk up ramps, lined with tanks and color displays which describe the fish and their habitats.

ON THE east side of the building, as visitors work their way up the three levels, they will follow a blue neon drawing of a cresting wave. The luminous line drawing stands out from walls of dark cork.

At the top of the ocean cabinet, visitors will cross a bridge and work down the oval tank. Inside will be the really big fish. Outside, at every viewing angle, there will be spots of light, glassy views of fish of all sizes, water birds, ferns and plants.

Now as the roof of the building nears completion, the swimming population is being assembled.

Recently the aquarium staff made an expedition to Panama with the Harvard Museum of Comparative Zoology. They collected specimens from Central America, brought some back to Boston to store in tanks and sent others to aquariums in

continued

"...the design is such that even when it is crowded, even when you can't see every tank, you will still be able to go through the building and enjoy the atmosphere."

AQUARIUM *continued*

other states as stock in trade.

THE aquarium, unlike a zoo, does not buy most of its inhabitants. It catches them—sends divers to hook up traps and trawls—and trades with other aquariums. Goose fish and North Atlantic lobsters were sent to Vancouver, British Columbia, in exchange for large octopuses.

Richard Vahan, assistant curator, says the initial collection will be largely from this hemisphere. But as the aquarium begins to draw funds, it will reach out to collect from the waterways of the world.

The Aquarium Corporation was set up in 1956 as a private, non-profit unit. Planning did not really get underway until 1962, and construction began in late 1965. The aquarium is expected to be self-sustaining, through revenue from admissions, memberships and donations. Admission will be set at about $1.

According to Vahan, an annual paid attendance of 500,000 people will put the aquarium on a solid base. It is probable that attendance will be much higher, for aquariums in Chicago, San Francisco and other cities draw up to 2 million visitors annually.

THE New England aquarium will be the only major collection—research center in the region. While three floors will be for exhibits, the top two stories will house laboratory facilities. The aquarium is expected to attract sizable research grants from government and private agencies.

After the aquarium opens, development will swing into phase two. This calls for expansion, contiguous buildings, and an outdoor performing area for porpoises that will be winterized for year-round operation.

Peter Chermayeff, the slim, cool-looking architect from Cambridge Seven who designed the aquarium, believes that it will be popular for some time.

"But the design is such that even when it's crowded, even when you can't see every tank, you will still be able to go through the building and enjoy the atmosphere," Chermayeff said.

"There are many views from every point—the large tanks, the color transparencies, the flow and rhythm of the place and the animals themselves."

He waved his hand expansively and bubbled:

"It should be a very powerful spatial experience." ■

P

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Panorama of the New Boston at night, as seen from the private office of Mr. Richard B. Lombard, Vice President and Director of the S. D. Warren Company.

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Boston's nationally acclaimed Museum of Science is a well-established contributor to the city's educational and cultural life, yet as it continually changes and expands, it is as new as the wonder of discovery. Here, a child, perhaps a scientist of the future, explores the "moon."

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NO "MUSEUM FOR MUSEUMS"

By Edgar J. Driscoll Jr.

"LET us not look back in anger or forward in fear but around in awareness."

The late humorist James Thurber said it. And today's Boston art world is paying him heed.

Never in the history of this city, which gave birth to a Copley, buried a Stuart, and royally entertained a Sargent, have citizens been so art conscious.

Long gone are the days when a Copley could remark of Colonial Boston: "Was it not for preserving the resemblance of particular persons, painting would not be known in the place. The people generally regard it no more than any other useful trade."

The old and the new, the wildly experimental and the tried and true are all grist for the mill in today's artistic ferment. Lines may still be drawn as to what does and doesn't constitute art (art is an experience, Picasso has said). But the awareness is there.

INDEED here, as across the nation, the growth in attendance at art shows has outstripped that of the population itself. Witness, for example, the 200,047 persons who flocked to the "Age of Rembrandt" exhibit at the Boston Museum of Fine Arts earlier this year to shatter all previous attendance records for a single event. To be sure, more than one visitor to this 17th century, all Dutch exhibit asked: "Which gallery is the Mona Lisa in?" Never mind. At least the interest, if not the awareness, was there.

Just as attendance has grown, galleries, art centers and special exhibitions have proliferated around town. Fifteen years ago, there was only a handful of galleries on Newbury Street. All very staid, by the way. Today there are more than 30 on this Back Bay street alone. Staid they are not.

Of course Boston is not New York in terms of quantity. But for quality and a broad cross-section of the art of our time—from the representational to the way-out—Boston rates high.

As Roy R. Neuberger, president of the American Federation of Arts, put it in a preface to a booklet on "The Cultural Resources of Boston" published two years ago:

"The past and present cultural achievements of Boston are remarkable." But, he added, "the challenges and needs of the future here, as in all our cities, are considerable."

While, in essence, nothing has changed that statement, there is increasing evidence that things are changing and that Boston art instututions are meeting these challenges.

FOR example, early this year the Boston Museum of Fine Arts took a long lien on the future when it launched a $13.4 million Centennial Fund Drive. It is called "The Challenge of Greatness." By April 1st, the initial goal of $6 million had been realized. Hopefully the remainder will be raised by the time the museum celebrates its 100th anniversary in 1970.

All this of course with one purpose in mind: To meet the demands of a constantly growing and more deeply art-minded public.

Here in Boston, as they have nation-wide, institution after institution has gone about adapting itself to the pressures of this new and bustling community of art lovers, who often seem to want to whet their appetites at one and the same time.

TAKE the Institute of Contemporary Art. Faced with drastic curtailment of services, even a possible merger come July because of lack of finances, it took a bold step into the future by deliberately raising its budget this year by $50,000 in order to clear old debts and provide adequate programming.

Why? Because in the past five years, public attendance had risen 800 percent and "the accelerated demand for institutional production could not continue to be met from the known resources alone." explained its director, Sue Thurman. "It was a question of spending enough money to do the job right."

Such action took courage on the part of the Institute's Board of Trustees. It didn't go unnoticed. To aid the cause, the National Art Council gave the 30-year-old institute a grant of $30,000. This was the first time in the country that Federal funds have been granted a contemporary art museum. An ambitious program designed to further serve contemporary artists and public alike is planned.

The big "if," of course, is more money. It is a problem common to all of the arts in Boston. Here the base of support must be widened. And there are signs that it is, as foundations, such as the Permanent Charity Fund of Boston, turn their sights on the arts community. In the past two years, for example, the Fund has given a total of $95,000 alone to the new Cultural Foundation of Boston for "Winterfest" and for a year-long survey of the local arts. The $30,000 survey is being conducted in collaboration with the Joint Center for Urban Studies at M.I.T. and Harvard. Concrete proposals for the future should come from this project, now in operation.

ALSO new to the art scene are corporations and business firms which, belatedly, have come to the realization that they have a very real stake in and responsibility to the arts in Boston. They are commissioning sculptures and paintings for their offices in the "New Boston." Often these works are deliberately avant-garde to project a progressive, "with-it" image.

And what will the art of tomorrow bring to a city once described as a "museum of museums"?

BOSTON SUNDAY GLOBE

Thanks to the recent marriage of art and technology, exciting new mediums, using light, sound and/or movement, are being explored. Their potential as creative art forms is enormous. Indeed, a "Tower of Light" already has been proposed for M.I.T. If and when it comes into being, its reflections on this side of the River Charles will merely point to future dimensions in art-conscious Boston eyes. ■

THE AUDIENCE IS SHOCKED

By Kevin Kelly

IN A recent interview in *Variety*, a well-known Broadway producer (not David Merrick) was asked to select the most important tryout town in North America. Despite the span of countries this field for tryouts is small. Except on random occasion, most new shows flex their talents not far from New York, the eventual home base if the flexing turns out a hit.

The producer placed Boston first on his list. He gave some consideration to second (Toronto) and third (Philadelphia) choices but he qualified both. He described the Philadelphia audience as thoroughly indiscriminate, musical-minded and no more. Further, he found the Philadelphia critics to have the status of insects. In evaluating Boston, in balancing the city strictly on his own theatrical scale, he was affirmative about everything even (excuse me) the critics.

SOME Bostonians may be unaware of their influence as inhabitants in a highly regarded theater town. To most New York producers, the Boston audience is looked upon as a close equivalent to the typical Broadway audience. The style and demeanor may be markedly different, but the texture of the Boston theatergoer's soul, as well as the texture of his intelligence, finds its counterpart in New York.

On some occasions the Boston audience is thought to be more discriminating (in other words, more intellectual) than the New York audience. Part of this seeming communal intelligence is the result of our city being circled with colleges and universities of considerable stature. Part of it, too, may be, I suggest, from the long heritage of settlement and debate, of struggle and development that have given the area its significant place in history New York cannot quite claim the same history we cradled it.

The Boston audience, fanning out now from more than a sampling of the traditional first-nighters, is mentally alert and emotionally stable, and that statement is a deliberate generalization. With some exceptions, the general attitude is cool, detached yet open and receptive, ready and willing to be shown and moved, if the dramatic encounters warrants it.

WHEN John Whiting's *The Devils* was at the Colonial a year ago, it caused a great deal of controversy. There were those who admired it and those who loathed it, and often for the same reasons. But the point here is that no one who saw *The Devils* simply left it without having had some measure of communication. There was a response, a perceptive response. The case doesn't break down either when the local audience is said to be fond of musicals.

Boston is far more sophisticated in its musical comedy tastes than Philadelphia. Case-in-point: *Holly Golightly* had sold-out houses at the Shubert because it featured two favored personalities from television not because it was a good musical. The audience knew it was bad. They took it without applause. (Parenthetically, had the producers listened carefully to the Boston audience in the theater, that is when the audience was actually experiencing the hazards of "Holly," the show's ultimate disaster might have been skirted.)

In addition to the quality of intelligence and, in a very real sense, a quality of patience, the local audience is not so blase as to be unshockable. This is a considerable asset for, of course, there is surprise in shock, as well as stimulation. To be shockable is to be alive, awake, aware, a mechanism that responds. Shock should not necessarily be thought of in the pejorative bluestocking sense.

I TOOK a sophisticated woman with me to see *Mother Courage* at the Charles Playhouse recently. She is an interested person who sees and reads, experiences and thinks. She knows her way in the world, its dark corners and its bright. But when Brecht's dialogue suddenly erupted with a nasty word trapped in an equally nasty image, she said, right out loud, with instant shock, "Oh, my good God!"

The response, I thought, was perfect, a liberated comment escaping normal restraint and making a statement on something suddenly seen, heard and felt.

Boston is a valued theater town, not only for tryouts but for theater in general. The audience, as I've indicated, is perhaps the city's most viable reason for the continuance of theater. ■

MOVIES ARE THE MEDIUM

By George McKinnon

IN BOSTON they are talking about Fellini, Truffaut, Antonioni, Bergman.

Movie houses, now called somewhat pretentiously, "cinemas," are sprouting up all over downtown. And the formerly maligned medium, pleasant enough for killing an hour or two, has become in the 1960's the major theatrical art form.

Handsome new art theaters, much smaller than the grandiose, ornate old movie palaces, have brought an entirely new audience to downtown Boston. Going to the movies has become almost as culturally and socially fashionable as Friday at the Symphony.

But while it is now acceptable in intellectual circles to discuss the merits of new films perhaps the greatest impetus comes from the young.

Movies are THE medium with the college-age crowd. They flock to the latest films from abroad. They are all over the city making their own amateur films with great enthusiasm if little skill. Unlike the old days the stars no longer matter, today is the day when the director is discussed over and over again at college bull sessions.

AT BOSTON UNIVERSITY there is a course in various aspects of film-making and predictions are that more and more colleges will inaugurate film programs.

Part of this fascination for the film undoubtedly springs from the Brattle Theater in Cambridge. A generation of

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NEXT MEASURE—RITARDANDO?

By Michael Steinberg

OUR most immediately pressing problem happens to be in real estate, the imminent wrecking of the Back Bay Theater, home of The Opera Company of Boston and of the Boston Ballet Company. After next season, Boston will be without a theater that is artistically, technically, and economically appropriate for opera and ballet.

This problem is related to another that in the long run is more important, how to keep Sarah Caldwell here. Caldwell, Artistic Director of The Opera Company of Boston, is a woman of extraordinary imagination and energy. Her company has become nationally known for its freshness of repertory and the dramatic brilliance of the productions. Her occasional failures can be as spectacular as her success. Many of us are uneasy about her seeming distaste for engaging first-rate authoritative conductors, and a consequent tendency for the musical accomplishment to lag behind the theatrical. Still a genius

MOVIES *continued*

college students has fallen in love with the film medium through the foreign pictures and revivals of the classics shown at the little theater off Harvard Square.

One of the leaders in Boston in bringing back what *Variety* would call "a class audience" to the films is Ben Sack, entrepreneur of a string of downtown theaters.

Sack not only rehabilitated some of the fading movie palaces and former legitimate houses, but constructed two new houses and is presently engaged in building a third theater, the Cheri 3.

Sack has attempted to restore some glamour to film-going by bringing back the old-style Hollywood type premiere. He has broken somewhat with the old grind policy by presenting the better films on a reserved seat basis such as is done in the legitimate theater.

Another evidence of the revival of film-going in downtown Boston is the recent opening of another theater, the Charles Cinema on Cambridge Street in the Charles River Park Complex. This is the first venture of the Walter Reade Organization, a nation-wide theater chain, into Boston. One of its features, part of the general effort to make movie-going more attractive, is the presence of hostesses in the lobby.

New theaters such as the Kenmore, the Paris, the Park sq , have been developed and are in active competition with the older and larger houses for the new films.

IN THE past six years or so, movies have come of age and are now being accepted as the most exciting and advanced art media of this decade.

Gone are the days when the movie palaces in downtown Boston and the hundreds of neighborhood theaters offered mass produced, ready-made fantasies for the masses. The days when a billion dollar industry ground out glamorized pap for the 12-year-old mind are gone.

The onslaught of television drove thousands from their weekly trip to the movies and scores of Greater Boston neighborhood houses shut down.

Now the movies are undergoing a revival and the New Boston and the new movies are having an intellectual love affair. ■

in her field. Caldwell is without question the most vital force in operatic America today.

She has now been made Artistic Director of the newly founded American National Opera Company. Boston could gain from this association, but without a theater we are in no position to take advantage of it. Unless Caldwell gets more support from the business community here (and it has been notoriously stingy toward the arts), and unless Boston can give her a theater, we need not take for granted that we can keep her indefinitely. And a city with an incomplete musical culture is incomplete.

ERICH LEINSDORF is completing his fifth year as Music Director of the Boston Symphony Orchestra. The conductor of a major orchestra is always subject to debate among members of the musical community in which he serves, and Leinsdorf is no exception, but among his positive achievements and qualities one must list the following:

He inherited a sloppy orchestra, and he has restored it to nearly first-rate condition. The repertory, while it leaves much to be desired in absolute terms, is more interesting than that of most American orchestras. Leinsdorf is a thoughtful and, in many respects, erudite musician. He has a restless and curious mind. He is full of ideas, and he is aware, unlike most of his colleagues, that an orchestra has cultural responsibilities in its community that go beyond the mere playing of concerts. He is intensely concerned with education: what he has already effected at the Berkshire Music Center and what he plans for Boston is valuable, much of it already fruitful or likely to be.

TWO new men on the scene hold out hope for Boston's musical future. One is Gunther Schuller, who becomes President of the New England Conservatory this Fall. Composer, virtuoso horn player, conductor, jazz expert, author, teacher, he is the "complete musician." He aims to have his Conservatory produce, and he is likely to be a dominant personality for as long as he remains here.

The other is Thomas Dunn, the 40-year old conductor of New York's Festival Orchestra, who assumes musical leadership of the Handel and Haydn Society. The appointment of Dunn, a vital musician, a scholar and a conductor, who (unlike most of his choral colleagues) is expert with orchestras as well, is a startling volte-face for an organization that has in recent decades been a prime symbol for stuffy, unthinking traditionalism, and artistic stultification.

Appointments like Dunn's, and even more that of Schuller, whose post puts him in a position to be enormously influential, are heartening signs in our musical community, where artistic and intellectual vigor, curiosity, and farsightedness, have often been in short supply. ■

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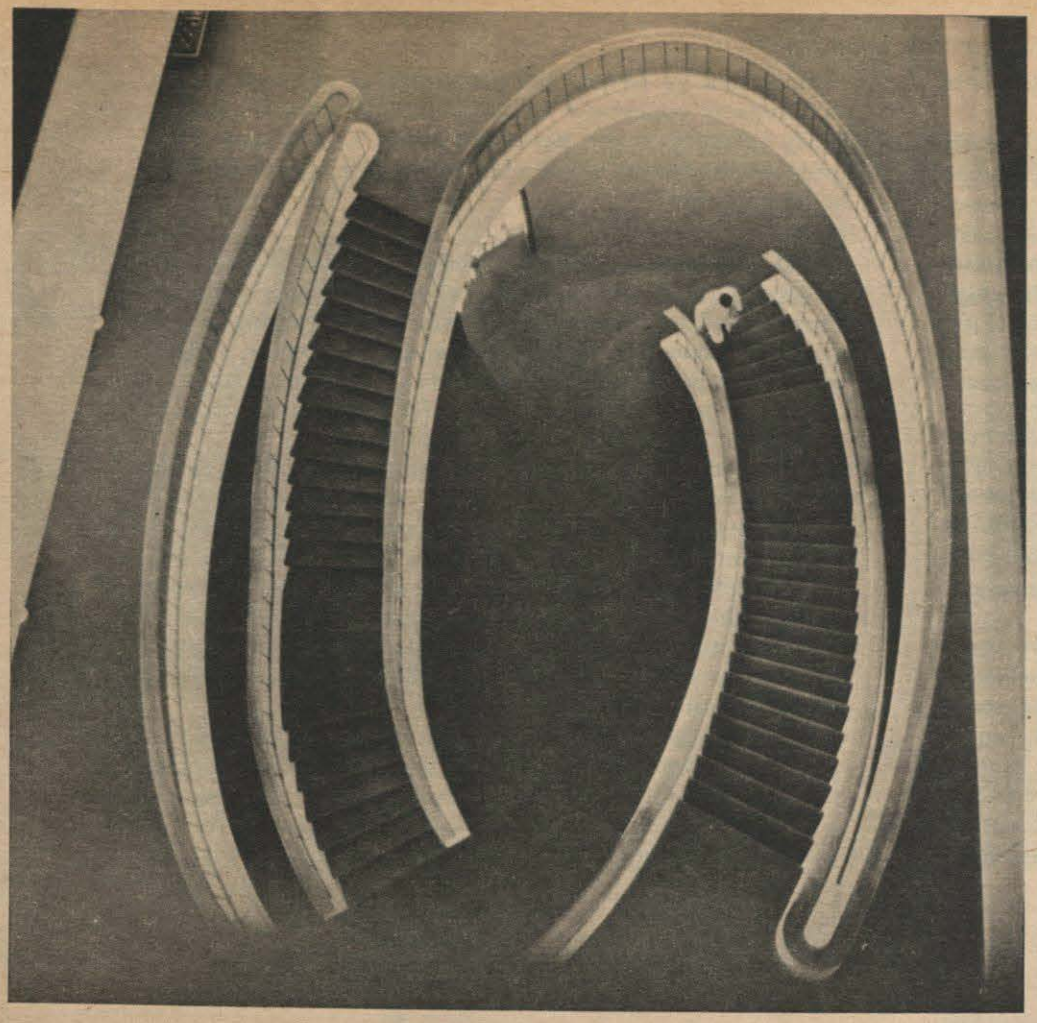
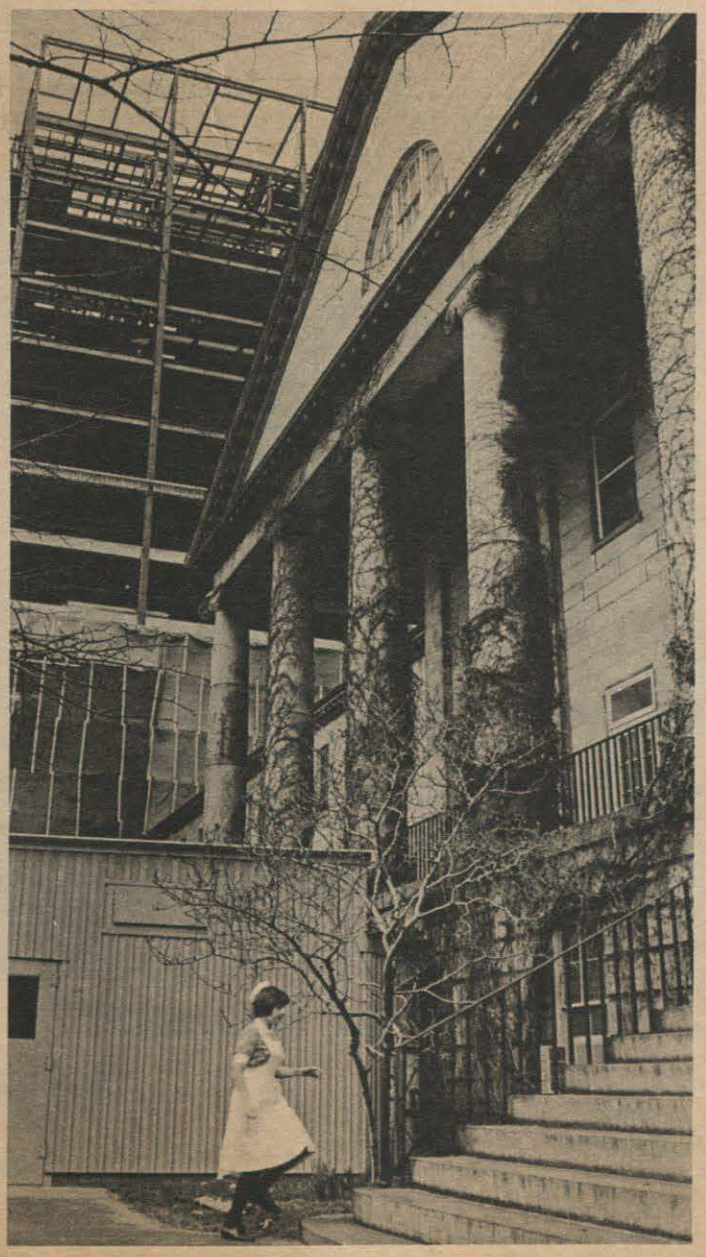
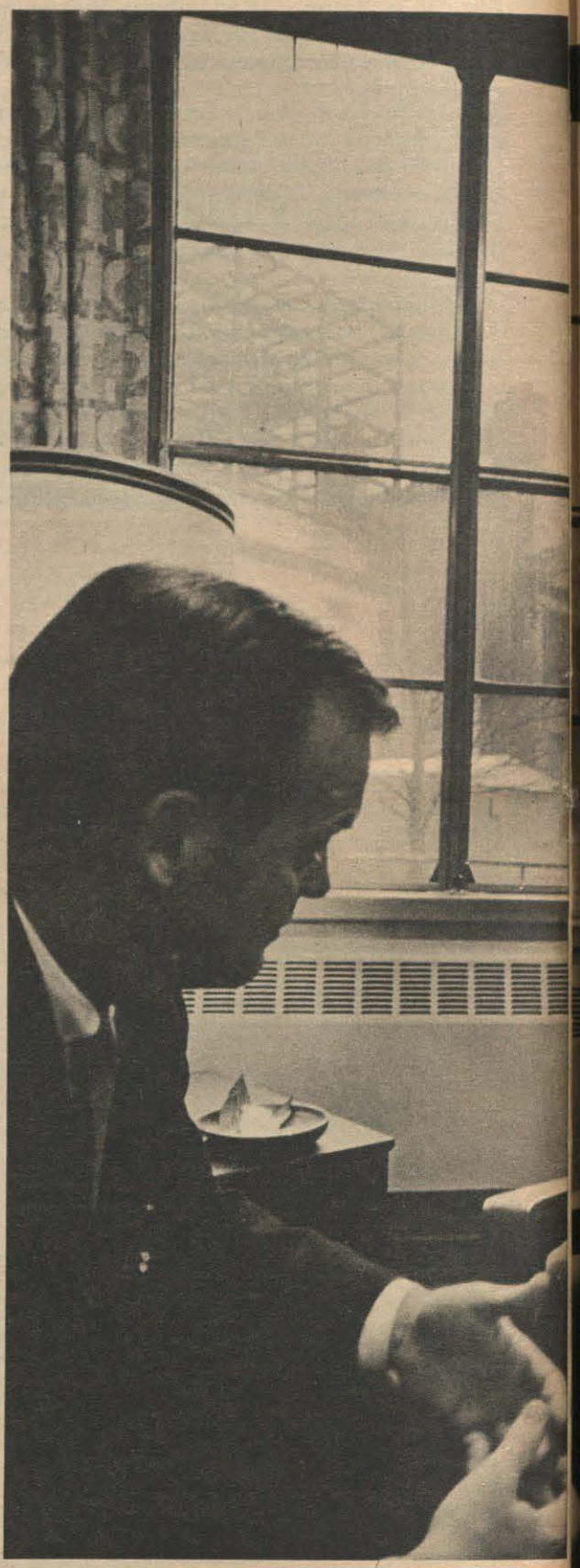


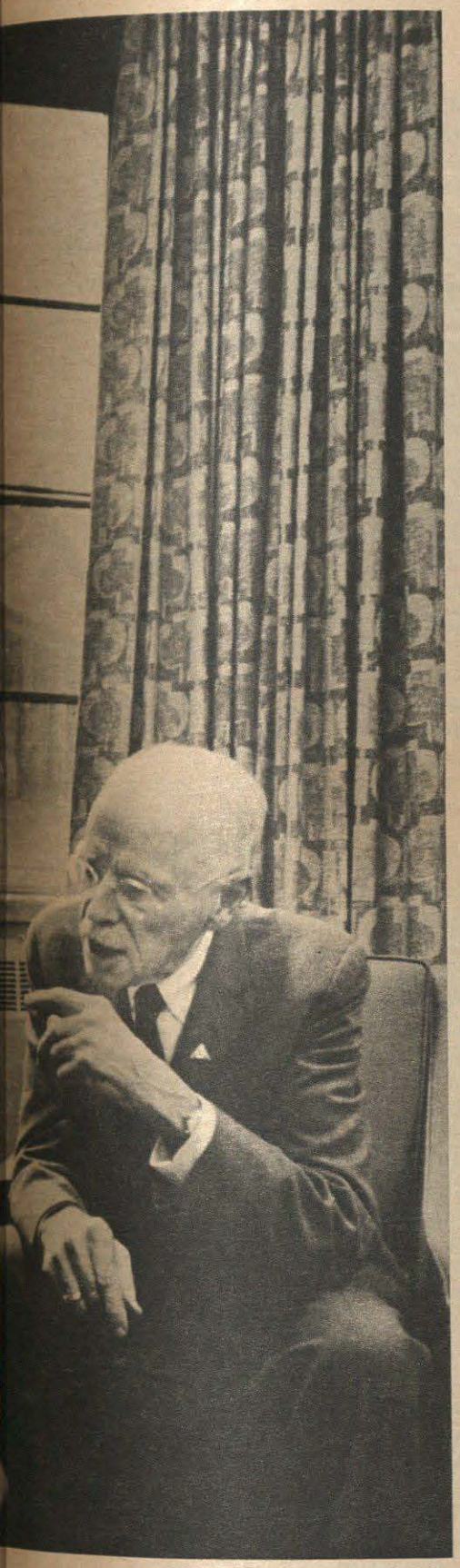




Above, Dr. John H. Knowles, general director of the Massachusetts General Hospital, discusses a medical problem with world renowned heart specialist Dr. Paul Dudley White. At top, the stairway at the Francis A. Countway Library of Medicine, one of the finest medical libraries in the world. Left, a nurse scurries into old M.G.H. Bullfinch Building.

THE NEW BEAT FROM MEDICINE'S PACEMAKERS

Under daring leadership Boston's medical community unites to plan, fight, provide



By Herbert Black
Medical Editor

A band of bright Young Turks, bubbling with fresh ideas and daring concepts, is leading Boston's conservative medical establishment down new and exciting paths.

If they succed, and they are optimistic, Boston's future in medicine could be even bigger and more glorious than its past.

Goals of the group include bringing first class medicine to all people, regardless of economic status or race. They believe a partnership between voluntary and government medicine will help to achieve this.

The Young Turks are in the forefront of American medicine when it comes to integrating research, teaching and patient care for the benefit of sick people. They are extending medical facilities into the core areas of the city, bringing help to people who never before even heard of pre-natal care or preventive medicine.

THE band is made up of hospital administrators, medical school deans, experts in public health, professors, physicians and students.

A most important segment of the band comprises young men named in the past five years to administer in Boston some of America's most widely-known hospitals. They differ greatly in personality and methods but are alike in defying tradition and expanding their institutions into community service.

Senior members of this group are Dr. John H. Knowles, who assumed command of the Massachusetts General Hosptial at age 35 in February, 1962, and Dr. Leonard W. Cronkhite, Jr., named general director of the Children's Hospital Medical Center at age 43 in April the same year.

Recent additions to the ranks of progressive hospital administrators here are Dr. John G. Freymann, Boston Hosptial for Women; Dr. Mitchell T. Rabkin, Beth Israel Hospital; Dr. Nelson F. Evans, University Hospital and Dr. Andrew P. Sackett, Boston Commissioner of Health and Hospitals.

THIS group is building on a framework provided by Richard T. Viguers of Tufts—New England Medical Center; Robert D. Lowry of New England Deaconess and Dr. Lloyd Mussells of Peter Bent Brigham as recent presidents of the Massachusetts Hospital Association.

This group, aided and abetted by Patrick Carroll, public relations director of the Massachusetts Hospital Association, has not hesitated to enter the arena of politics to fight for what they believe to

continued

Major Projects

Major projects under construction or projected over the next decade by Boston medical complexes:

Tufts-New England Medical Center	$72.5 million
Boston University Medical Center	$59.0 million
Boston City Hospital	$53.0 million
Harvard Affiliated Hospitals, Inc.	$50.0 million
Children's Hospital Medical Center	$50.0 million
Massachusetts Gen Hospital	$35.0 million
Beth Israel Hospital	$12.6 million
New England Deaconess	$ 8.2 million
Harvard School of Public Health	$ 7.0 million
Shriners Burns Institute at M.G.H.	$ 3.5 million
Mental Health Center, Boston Govt. Center	$11.0 million
Total	$361.8 million

Many other projects, some still in the development stage, include a new Lahey Clinic Foundation complex, additions to New England Baptist and Faulkner hospitals, and additions to a number of smaller hospitals in the city.

A new Cambridge City Hospital and an addition to Newton-Wellesley Hospital, affiliated respectively with Harvard and Tufts, also are underway. Almost every community hospital around Boston is expanding to meet increased needs.

The Medical Picture

Boston has 97 hospitals in the Metropolitan area, caring for 500,000 inpatients and two million outpatients annually.

More than $50 million comes to Boston annually for research.

In terms of dollars invested and spent, medical care, medical education and medical research comprise Boston's third largest industry today.

The health field ranks third nationally in number of persons employed and by 1970 may be first. Boston is matching the national trend and may outstrip it.

Boston provides internship and residency training for 1500 young men and women annually.

The area has a complex system of 44 schools to train paramedical personnel.

More than $50 million comes to Boston annually for medical research... over the next 10 years, $362 million will be spent improving facilities.

MEDICINE *continued*

be the needs of hospitals for existence on a voluntary basis.

One of the biggest fights they have won in recent years is to obtain from the Commonwealth, under Comm. of Administration Anthony DeFalco, recognition of the principle that welfare should pay the full cost of the care of welfare patients.

This, they feel, is a big step toward keeping hospitals solvent and moving toward the goal of quality care extended to all citizens.

The entire group believes in the necessity of area planning if hospitals of Boston are to truly serve the people. Dr. Knowles believes that failure to plan regionally is a major disgrace. Dr. Cronkite declared recently that planning in secrecy by hospitals in matters of expansion, new equipment and services is costly, and that the people of Boston are being charged the bill.

This is the kind of self-criticism and self-challenge that the Young Turks engage in openly and in full public view. It is something unheard of in years past.

MUCH credit for a growing renaissance in Boston medicine falls on the shoulders of the three deans of Boston's medical schools, all appointed during the past three years. They have wiped out many jealousies and old rivalries. They meet together frequently to plan for the good of the community as well as of their own schools.

Such procedures are at great variance with those of years gone by when it was dog-eat-dog all the time. Nobody pretends it is all peace and light now but it is infinitely better than it was.

The deans involved are Dr. Franklin G. Ebaugh of Boston University, Dr. Robert H. Ebert of Harvard and Dr. William F. Maloney of Tufts.

Dr. Lamar Soutter, dean of the University of Massachusetts Medical School, who maintains a Boston office as dean, confers with them on developing new concepts of medical education.

What has emerged of medical schools and hospitals into community activities meant in a concrete way to the people of Boston?

The new Department of Health an Hospitals was created with aid of the Harvard School of Public Health. The Columbia Point Health Center, under direction of Dr. Count Gibson and sponsored by Tufts, is providing essential services and has aroused nationwide excitement. Boston University is adding community mental health programs under the direction of Dr. Bernard Bandler to its traditional family service program.

THROUGH cooperation of the three medical schools, Boston City Hospital is strengthening its services, especially to the people of Roxbury and Dorchester. It is setting up satellite clinics to bring medical care to people.

The three medical schools for the first time are conducting a joint program of obstetrics and gynecology at City Hospital, closing down the University Hospital maternity area. This is regional planning to benefit residents of a large area.

The three schools also are bringing in experts in community relations and regional planning. Examples are the valuable additions of Dr. Alonzo Yerby to the Harvard School of Public Health and of Dr. Leona Baumgartner and Jerome Pollack to the Harvard Medical faculty.

The universities also are working toward development of regional medical centers under the Federal program. Dr. Sidney Lee of Harvard, Dr. Thomas R. Dawber of Boston University and Dr. George Robertson of Tufts represent their schools in this area. Efforts are being coordinated by Henry Meadow of Harvard.

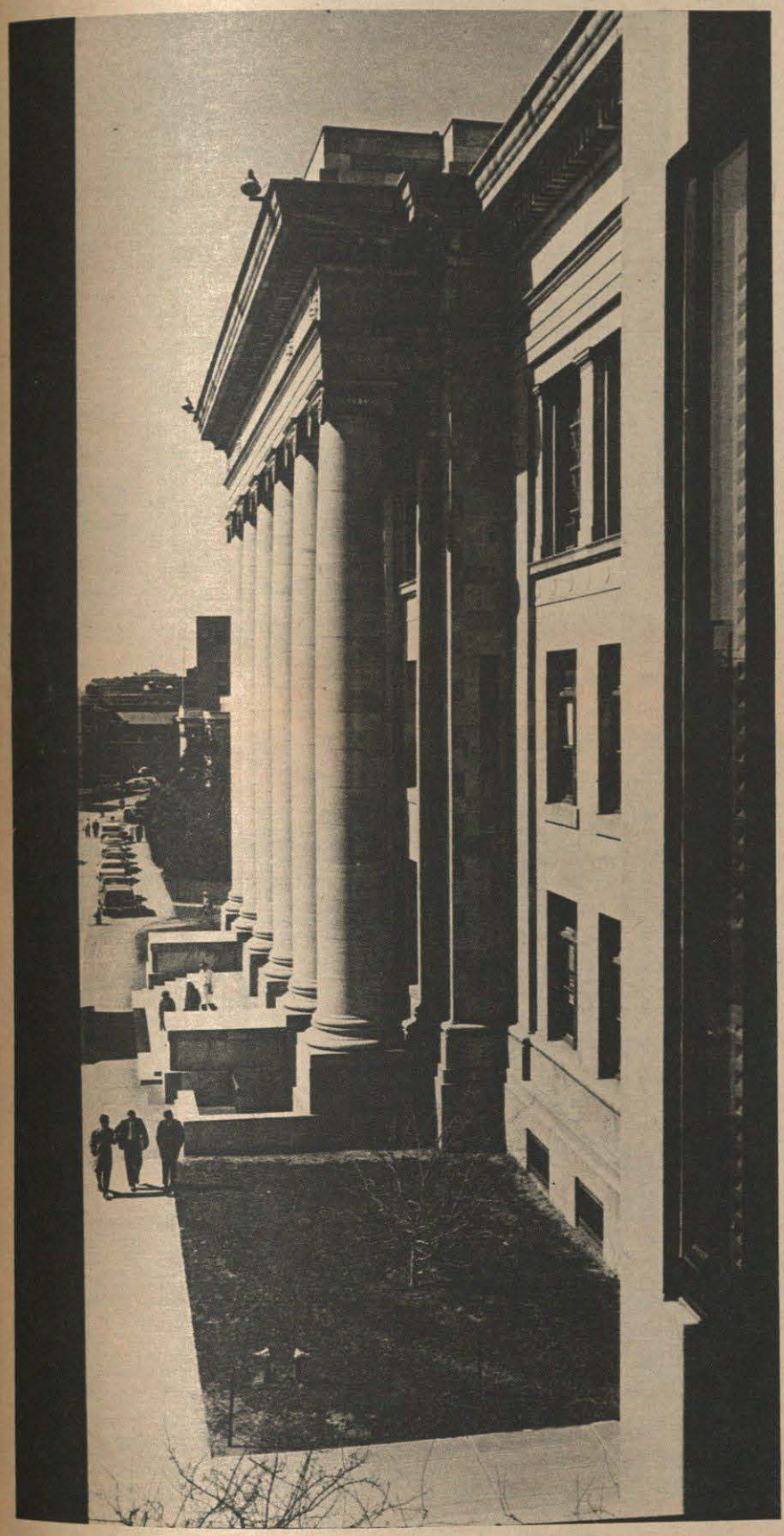
Boston medicine is expanding in all the directions enumerated and in many more. There are four factors that will determine the success of the programs, according to Dr. Knowles. These are financing, manpower, public information and regional planning.

He sees public information essential if the hospitals are going to obtain the financial support for capital expenditures and operations that will be even heavier in the future than today.

He says political representatives as well as the public must understand the voluntary system and help it to reach a new place of partnership with government.

Manpower will become increasingly difficult to find as hospitals become even more scientific. "Good people deserve to be paid well," says Knowles.

If all segments of the population consider the hospitals as their responsibility, great forward strides can be made here. ■



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"With legislative support, time and sound planning, the outlook for urban higher education in Greater Boston is optimistic."

UNIVERSITY *continued*

Park, Roxbury, being the frontrunner, or forget about the city and find a location outside city limits. As long as the school stays at its temporary location off Park Square, it will have to limit its expansion because of the space squeeze.

IN THE long run, three institutions, UMass-Boston, Boston State College and Massachusetts Bay Community College, will provide vastly expanded public education for commuting students in the Greater Boston area. When Mass. Bay moves to Charlestown, UMass-Boston finds a home and Boston State grows in size and scope, the three schools will offer places to tens of thousands of qualified students who might face overwhelming financial pressures at other schools.

The tradition of fine private education has literally stood for centuries in Massachusetts and has been tied closely to the growth and prosperity of Greater Boston.

Harvard and M.I.T., of course, are two of the most prestigious educational institutions in the world. Much of the credit for the vast electronic complex that has developed along Route 128 can be tied to the M.I.T. research effort in electronics during World War II.

The intellectual and cultural life of the metropolitan region is entwined with the academic communities at the dozens of private educational institutions that continue to prosper in and around Boston.

The women's colleges like Wellesley, Radcliffe, Simmons, Emmanuel: prestigious institutions like Tufts, Brandeis, Boston College—all of these increase the attraction of Greater Boston as a place to live and work. But more and more these are becoming national institutions that can give just partial attention to the educational needs of local students.

THOUGH the groundwork for public expansion has been laid, it will be as long as a decade before the institutions have the facilities and support to make their maximum contributions.

In past years, much of the burden for commuting students fell to the private colleges and universities in the area. These schools have made invaluable efforts.

Northeastern, with about 11,000 day students, and B.U., with about 15,000 day students, used to be readily available to the area's commuting students. But even here the picture is changing. These schools are building up their residential and out-of-state enrollment. And they are necessarily raising tuition, also. Part of the reason for the change in emphasis at the private urban universities has been the dramatic growth of the UMass campus in Amherst, where a student can finance room, board and $200 tuition for less than the tuition cost alone at most private institutions.

Specialized private institutions in Boston like Bentley College in accounting or Wentworth Institute in engineering and technology serve a significant purpose, but, as in the liberal arts realm, the need for places grows and grows. It is clear that the growth of the urban university will be more and more tied to the growth of public higher education in Greater Boston.

UMass-Boston, alone, could do a large share of the job if it ever grows from its current freshman and sophomore enrollment of 2000 to the level of 25,000 students that UMass planners anticipate. But it is a long and costly road to that day.

With Legislative support, time and sound planning, the outlook for urban higher education in Greater Boston is optimistic. ■

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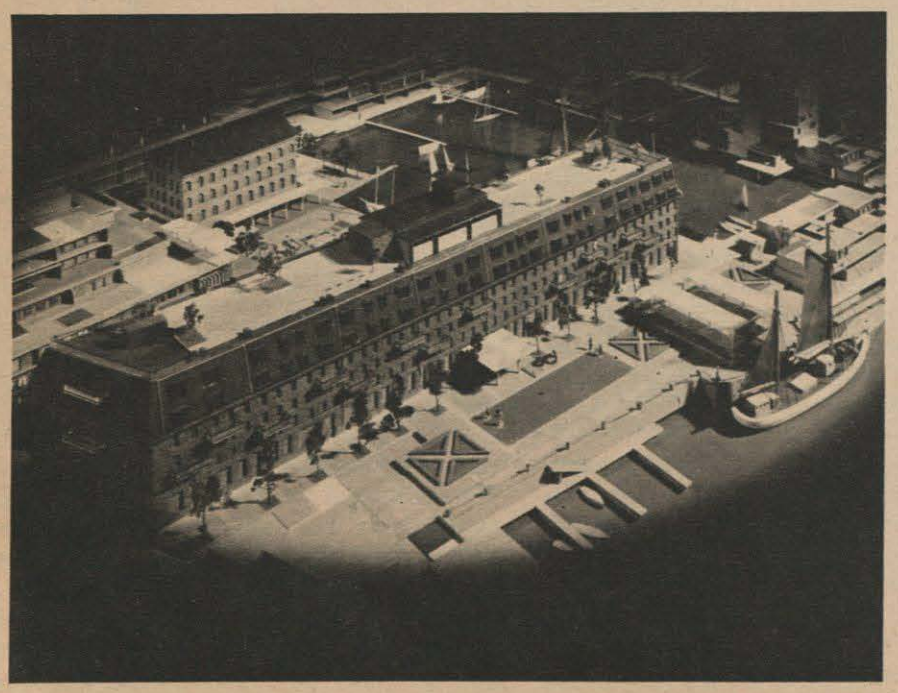

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Proposed Elementary School

The proposed Humboldt av. elementary school planned for the Washington Park, Roxbury, renewal area will house more than 600 pupils. It would emphasize experimental programs in teaching including placement of language laboratories on each floor. An elaborate and carefully thought-out educational program has been drawn up jointly by the school department and Boston University School of Education in order to focus on the educational needs of the predominantly Negro area. The unusual school design was conceived by the architectural firm of Drummey, Rosane and Anderson.

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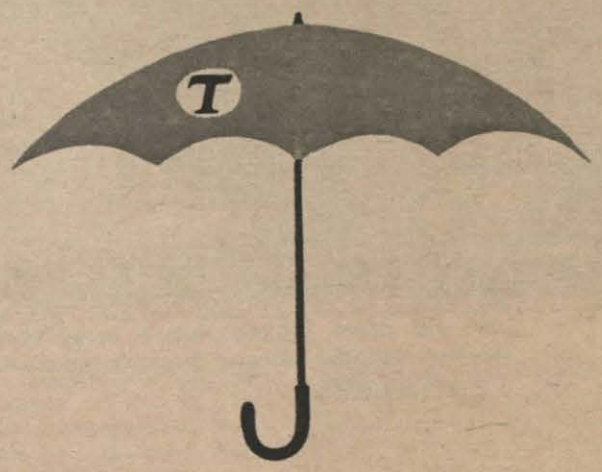

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THE CITY IN A

Last trip down for an ancient cage-type elevator tells the story of Boston's vigorous renewal program.

THE "hard hat," trademark of the construction worker has become a familiar sight in Boston during the bread-and-butter phase of the city's rebuilding program.

Hundreds of skilled artisans, steel and concrete workers and laborers will continue to be the chief beneficiaries of this boom.

Since Boston launched its renewal program, it has seen public and private investors pour more than $500 million into her economy. Currently about 2500 acres comprise officially approved renewal projects for which grants totalling about $187 million have been committed by the Federal Housing and Urban Development Department.

A recent financial report compiled by the Boston Redevelopment Authority indicates the public, private, institutional and governmental investments underway or scheduled for renewal areas exceed a staggering $1.5 billion figure.

The most impressive advancement in building construction has been in two centers—downtown (Government Center-West End) and uptown (Prudential Center).

Prudential is listed as having underway or completed $177 million worth of construction along the Back Bay skyline.

IN the Government Center thousands of people from all walks of life have turned the notorious old honky-tonk and burlesque area into a thriving center for business and government.

These are the workers occupying the numerous structures which recently opened doors to the public. Construction completed or in progress is worth $120 million and includes the $27 million, 26-story Kennedy Federal building, the $20 million 22-story office building, both fully occupied, and the first phase of the $20 million private eight-story One Center Plaza office building with its second section nearing completion along Cambridge st.

Appearing over the skyline is the steel work for the $25 million 40-story Cabot, Cabot & Forbes office tower at Washington and State sts. The New England Merchants National Bank will be its prime tenant.

The award winning $25 million Boston City Hall already has received national publicity, and will soon be the focal point of the Government Center.

Work recently got underway on a $1.4 million police station and on a division of employment security building and mental health center, two buildings that will be part of a three-structure $43 million State Service Center.

Earth will be turned this year in the 60-acre center for a 1900-car $7 million garage; for five smaller commercial buildings, for a $6 million 300-room motel and for a million dollar renovation program for architecturally historic Sears Crescent.

IN the 104-acre Atlantic Avenue-Faneuil Hall waterfront renewal project some $5 million in construction is nearing completion—the aquarium and the renovated Prince warehouse is a luxurious apartment house.

The major push along the waterfront will come this year when construction begins on two 40-story apartment towers and a 1400-car 10-level garage overlooking the Boston harbor.

Downtown Tremont st. has its first luxury apartment tower, the $12 million, 27-story structure overlooking Boston Common.

In the West End (Charles River Park) renewal project six high-rise apartment buildings and a town house complex costing roughly $30 million are occupied. Work is underway on a $10 million shopping center here which includes a nine-story office building, a theater and a 14-story Holiday Inn motel along Cambridge st.

Other West End construction projects completed or underway are:

Retina Foundation building, $3.2 million; a Shriner's Hospital for treatment of burns, $3.5 million; a $1.2 million home for aged Catholic priests, and a $300,000 public library branch.

In the South End renewal program, pri-

HARD HAT / Boston's new construction and renovation investments valued at $1.5 billion

vate investors have poured $10 million into the 500-unit middle-income housing development of Castle Square.

Investment in the 502-acre Washington Park, Roxbury, renewal project so far has reached about $12 million for over 400 units of middle income housing, a $750,000 Y.M.C.A., a $1 million Boys Club, a $1.5 million major shopping center and $3.2 million in home and apartment rehabilitation. More than $3 million of new construction is expected to get underway in Washington Park this year for public improvements.

Included will be several public housing towers for the elderly, three new schools, a library, new courthouse and police station. New private housing programs comprising over 500 units also will get underway this year.

IN Charlestown, homeowners have spent about $200,000 for rehabilitation with the main thrust of improvements and investments to come later. The M.B.T.A. is digging a $21 million tunnel under North Station toward Charlestown for a new rapid transit line that will enable the city to abandon the monstrous elevated which has blighted Charlestown for many years.

Commercial developers have invested $12 million in Boston's first renewal program, the New York Streets area in the South End.

The Jamaicaway in Jamaica Plain also saw its first high rise apartment built, the $7 million 30-story Jamaicaway Towers. Two apartment towers, one 24 stories, the other 13 stories, are open in the Mission Hill, Roxbury, area as part of the seven-acre Whitney Street development, where another high riser is in the works. ■

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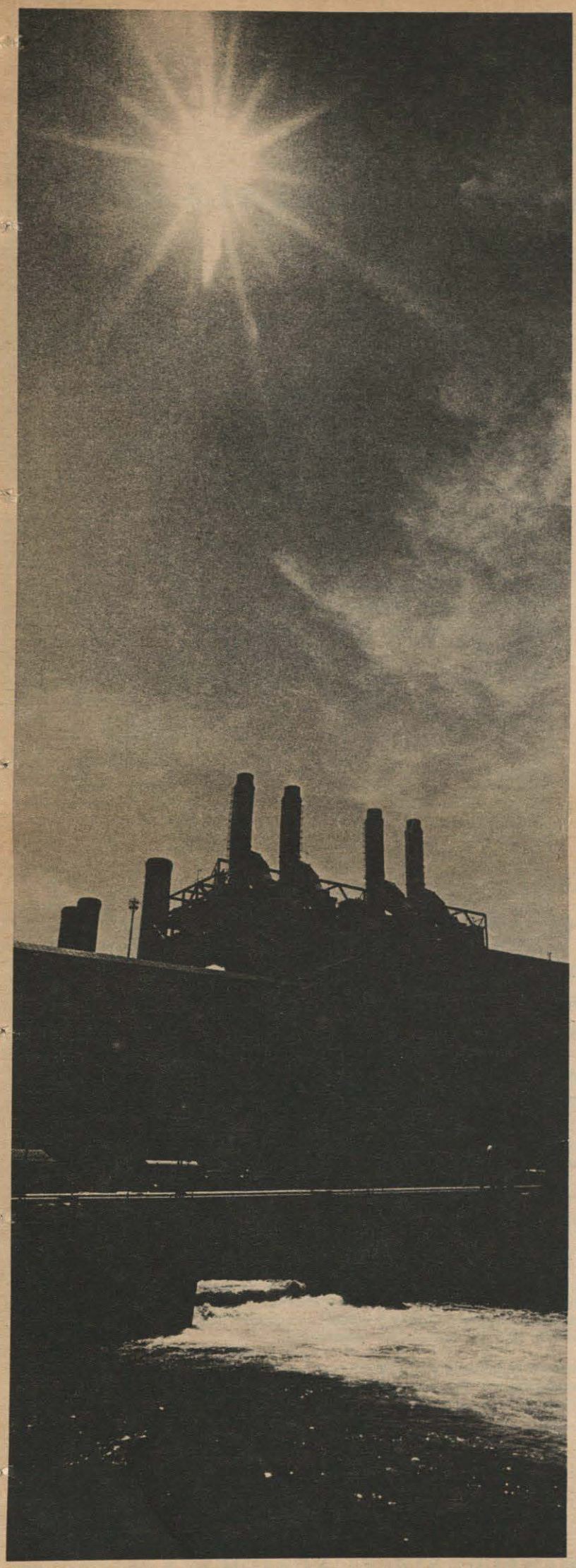


Edison power plant in South Boston

THE BIG POWER PLAY

Eleven new plants for New England will cost $900 million and benefit the consumer.

By Donald White

THE pattern of power in Boston and the rest of New England for the next two decades is beginning to take shape.

It is staggering in cost, staggering in scope. It indicates clearly that nuclear energy will play a tremendous part in the region's future.

Electricity and natural gas will affect the economy and home comfort.

Blueprint for the New England power plan between now and 1990 is already in existence. Studies have been drawn up by a consultant engineering company on behalf of nine regional utilities. This is what they show:

—The period 1966 to 1972 will go down as the Big 11 Power Loop Era. Price tag: about $900 million. Power output: roughly 6,440,000 kilowatts.

—After the Big 11, from 1973 to 1990, another $5.3 billion will be required in additional investment to put together a system capable of generating 25,580,000 kilowatts.

—Generating costs should decrease. The prediction is for a 22 percent cut in the first phase and a similar reduction in the second. Thus, it would appear that the consumer will benefit.

THE master plan for the electrical utilities has been drawn up by Ebasco Services Inc., New York. It is designed as a follow-up for the Big 11 system that is currently being built and which should be operating at full capacity by 1972.

There will be eleven generating plants totaling 6,440,000 kilowatts. They are:

Connecticut Yankee, Haddam, Ct. Scheduled for full operation this year. 500,000 kilowatts.

New Boston No. 2. Nearing completion, full service this year. 400,000 kilowatts.

Bridgeport Harbor No. 3, Bridgeport, Ct. About 30 percent complete and scheduled for full operation in 1968. 400,000 kilowatts.

Merrimack No. 2, Bow, N.H. Full service set for next year. 350,000 kilowatts.

Canal No. 1, Sandwich. Half complete and scheduled to begin generating next year. 550,000 kilowatts.

Brayton Point No. 3, Somerset. Fully operational 1969. 650,000 kilowatts.

Millstone Point, Waterford, Ct. Fully operational in 1969. 600,000 kilowatts.

Vermont Yankee, Vernon, Vt. Atomic Energy Commission construction permit filed. Completion scheduled for 1970. 540,000 kilowatts.

Pilgrim Station, Plymouth. Test borings taken at site. Working by 1971. 650,000 kilowatts.

Northfield Mountain, Erving. License hearing before Federal Power Commission completed. Operational 1971. 1,000,000 kilowatts.

Maine Yankee, Wiscasset, Me. Site and municipal permits obtained, major components ordered. For operation in 1972. 800,000 kilowatts.

THERE will be five fossil fueled plants, five nuclear, and one pumped hydro station.

Says the Electric Coordinating Council: "Barring undue procedural delay (of which there appears some danger) we can see no reason why all eleven of the generating plants . . . should not be completed and be generating lower-cost power by the end of 1972."

So much for the first leg. What comes after Big 11?

Ebasco forsees another 17 nuclear units generating more than 25 million kilowatts. Some would have twin or multiple reactors. Seven would be within 40 miles of Boston. There would be others near Burlington, Hartford, New Haven.

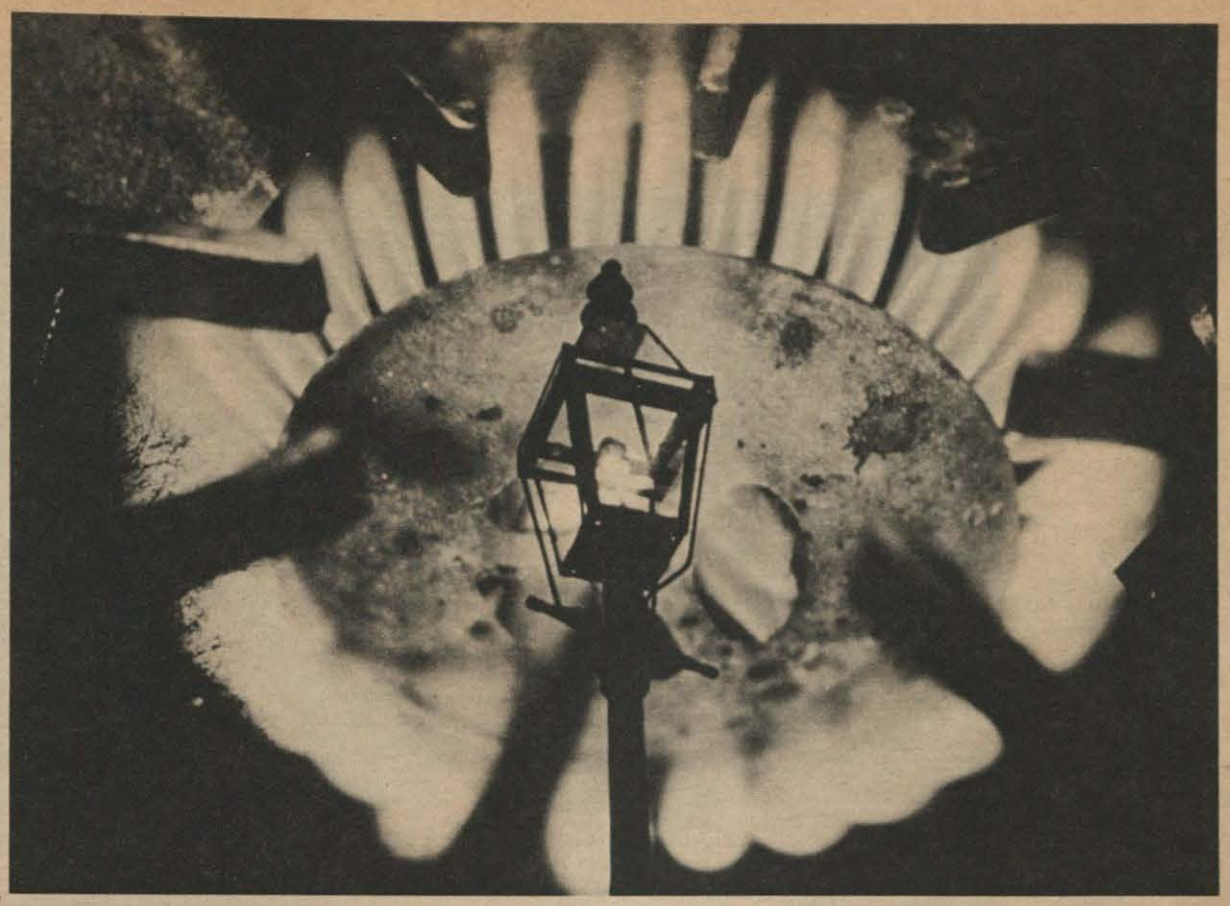
Generating plants and equipment of the size envisioned by Ebasco are not yet commercially available. "It is anticipated that the advancement in technique will be at a pace that will make them readily available at the pace they are scheduled."

By 1975 the first 1 million kilowatt station will be operating, Ebasco predicts. Two years later, a 1.2 million kilowatt unit, and bigger and bigger ones in succeeding years until 1989 when the first 2.5 million kilowatt giant will be producing.

There will be five 1-million and one 500,000 kilowatt pumped storage units plus a second 500,000 unit at Northfield. All major transmission lines will be of 345,000 volts.

WHAT about gas in all this?

Going great, according to industry pundits. It should continue to boom along, expanding by six percent annually.



The New England gas industry is spending millions in cooperative research with the American Gas Association to find new and improved ways of using the abundance of natural gas now available through the trunk lines from the South and the huge new underground storage facility in Hopkinton.

The industry will continue to plug home heating in New England and also the total energy concept which utilizes combustion wastes to provide heating and cooling. There will also be a stream of new and improved gas appliances in many cases designed to free them from dependence upon electrical energy. Chief among these is the fuel cell upon which the industry is turning its heavy research guns. The aim is a cell that will provide the home with all its power needs by making electricity from gas.

FINALLY, in a full turn of the wheel, some of the region's companies may start making artificial gas again to satisfy peak needs.

For the most part they stopped producing when natural gas became available. Now, however, advanced technology is making generation economically feasible for peak demands.

In addition to solving a cold weather cost problem, such a move back into generation could supply New England's gas companies with a valuable bargaining card in their dealings with the transmission firms. ■

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There is hard, tangible action on two of the M.B.T.A.'s five transit extensions.

WHAT'S ON THE ROAD AHEAD?

By A. S. Plotkin

IT'S a billion-dollar package of new roads, tunnels, bridges and transit extensions—all designed to carry Massachusetts people and merchandise faster, easier and more cheaply than ever before.

Most of it is in the metropolitan Boston area, and it is moving from the blueprint to the ground-breaking stage.

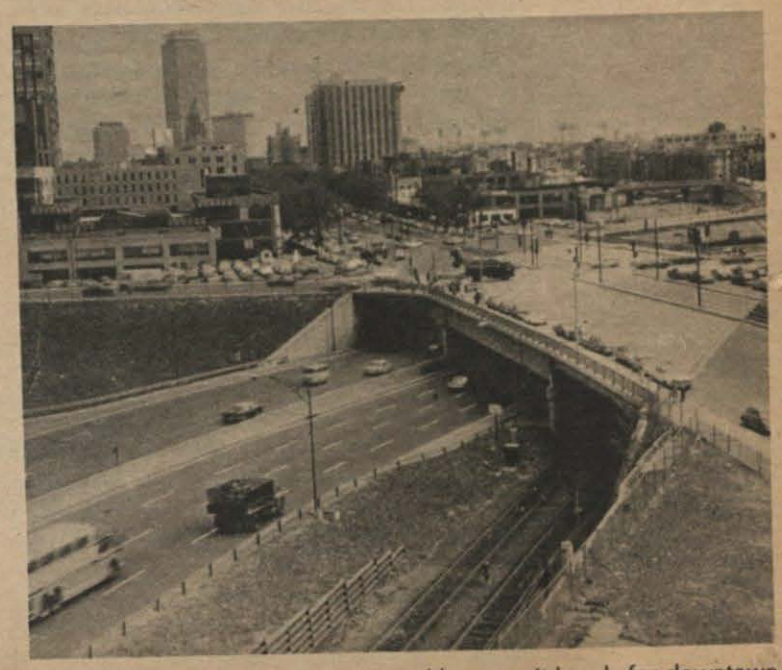
Some of it, like one crucial arc of the Inner Belt highway loop across Cambridge, has been a hot political potato and of prime concern to planners and family relocation officials.

Some of it, too, like the M.B.T.A.'s extension to the South Shore, has been threatened by potential obstacles of Federal requirements on agreements with labor unions and local private carriers.

And Uncle Sam's forced restrictions on the flow of highway, transit and renewal funds have on occasion triggered go-slow signals. This is, of course, a by-product of the war in Vietnam and a Congress of more conservative bent than its predecessor.

But, all in all, things are moving. There is hard, tangible action on two of the M.B.T.A.'s five transit extensions, at the Neponset River crossing and near North Station.

continued



Toll road passes under Commonwealth av., as it heads for downtown Boston.

Debate arises about how many new parking spaces ought to be provided in downtown Boston.

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"It is more than a matter of deciding whether an urban expressway shall be rammed through residential and commercial areas, carve up parks, bulldoze historic sites and displace homes, schools and businesses. No longer can the traffic engineers go it alone."

TRANSPORTATION *continued*

OVER on Rte. 2 in Arlington and Lexington, you can see burly men with hard hats moving mountains of earth, pouring concrete, hoisting steel. This is part of the 5.7 mile widening of Rte. 2, between Rte. 128 and Fresh Pond Parkway near the Cambridge line. Before the Summer ends the entire stretch should be under construction, and the finished product will be an eight-lane wide expressway, flanked by service roads.

In the metropolitan Worcester and Springfield area, missing links of interstate expressway complexes are on the way to being forged. Federal fund slowdowns have evoked loud local protests that they were the victims of bureaucratic discrimination in Boston, but the outlook now is optimistic for a releasing of the impounded cash and a resulting surge of contracts.

Even with a multiplicity of road-building agencies, somehow things are getting done. The Metropolitan District Commission, whose jurisdiction overlaps that of other local, regional and state units, has an action program ready to uncork bottlenecks at (1) the Quincy-Boston crossing of the Neponset River; (2) the long-awaited $4 million improvement for the Jamaicaway and adjoining streets; and (3) the equally long-awaited bridge linking Leverett Circle and the City sq., Charlestown, region. The price tag on this one, previously estimated at $3 million, has more than doubled.

A MAJOR ingredient in the untangling of snags is that there is more cooperation than there used to be among the agencies. In some instances the Metropolitan Area Planning Council has acted as catalyst or peace-maker. In other instances cooperation has been virtually forced—as under the Federal threat that major and continuous regional planning has been made mandatory.

The "Feds" are saying in effect: Either cooperate, or there will be no more dough.

One spectacular result of such cooperation has been the decision of the M.B.T.A. and the state Dept. of Public Works to snuggle up together on a long stretch of the Southwest Expressway, alias Rte. 95, through places like Hyde Park, Roslindale and Forest Hills. The transit authority's tracks will be located in the median strip of the expressway.

There is a possibility that similar highway-transit integration, but on a smaller scale, may be worked out for another segment of Rte. 2 in Cambridge and the extension of the M.B.T.A.'s line beyond Harvard and Porter squares.

No longer can the engineers ignore the outside planners and those worried about community "values." The lesson of Congress' creation of a new cabinet-level Dept. of Transportation and the avowed aim of Secretary Alan Boyd to look at the whole, broad spectrum of transportation modes and land uses is beginning to be heard in Boston.

No longer can the traffic engineers go it alone. It is more than a matter of deciding whether an urban expressway shall be rammed through residential and com-

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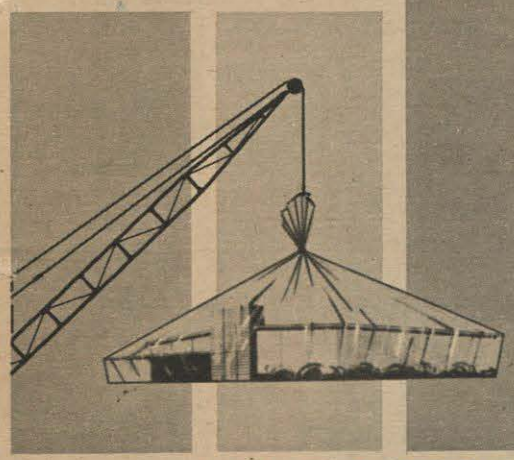

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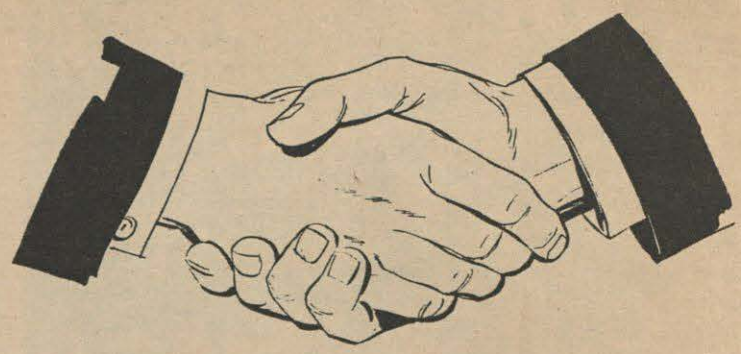

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mercial areas, carve up parks, bulldoze historic sites and displace homes, schools and businesses.

If the ultimate decision on the highest levels is that the superroad is inevitable and that the failure to build it would in time do more harm to a community than building it—then a new set of options arise.

Can some of it be depressed, and even roofed over, as will be done for part of the Inner Belt through the Fenway? Can it be designed so that it will support air rights construction of low or moderate-rental housing straddling the roadway?

The architects and planners even suggest that tunnels and roads can be integrated into buildings. (Chicago has a spectacular example of this—a highway running right through a huge Federal office building.) The location of a road, its design, imaginative landscaping—all these can minimize the destructive effect on the fabric of a community, its people and their social values.

This will take extra money. But there will be a constant debate between what the "practical" engineers and the administrators in charge of budget believe is a limit on the one hand, and those who take the broader humanistic look.

There has been skepticism about how much money should have been spent on remodelling the Arlington st. station of the M.B.T.A., even if the "Feds-- supplied two-thirds of the cost. There was an emphasis on better lighting, a more pleasing atmosphere, new types of graphics and wall murals but no new escalators. This face-lifting was costly, more than it should have been, but lessons may have been learned that will be useful for the remainder of a station program ticketed ultimately at $15 million.

Just how far ahead should the transit planners think? Should commuter rail cars incorporate semi-luxury features to wean riders from their autos, and should terminal parking lots be bigger than immediate needs foresee?

Air-conditioning for the South Shore's new transit cars will add $10,000 per vehicle. And one might argue that Boston's natural climatic air-conditioning makes such an outlay needlessly lavish. But vehicle air conditioning is coming to be widely accepted, in automobiles, in airliners, in elevators – so why not in subway cars if there is to be a realistic and sincere effort to make the subway more popular?

A not dissimilar question of community values, and costs, arises in the debate about how many new parking spaces ought to be provided in downtown Boston. Now there are about 35,000 off-street car spaces and two-thirds of these are for public use. In addition there are about 8000 meter spaces, almost all of them at curbs.

Will the addition of about 6000 spaces in the long-planned South Station garage, and the 2000 or so in the Government Center garage—plus new commercial building private garages—get us close to the saturation point?

Public preference and money will in the long run force the decisions. The answers are never easy or simple, but they usually contain this factor: How much is the public willing to pay, and what is it willing to give up?

This special issue was written, photographed and produced by the Globe staff. The Boston Redevelopment Authority and numerous private concerns assisted by providing some of the photographs and drawings.

Globe color photos were made by Ted Dully.

Monotones by Gilbert Friedberg, Paul Connell, Philip Preston, Joseph Runci and Ted Dully.

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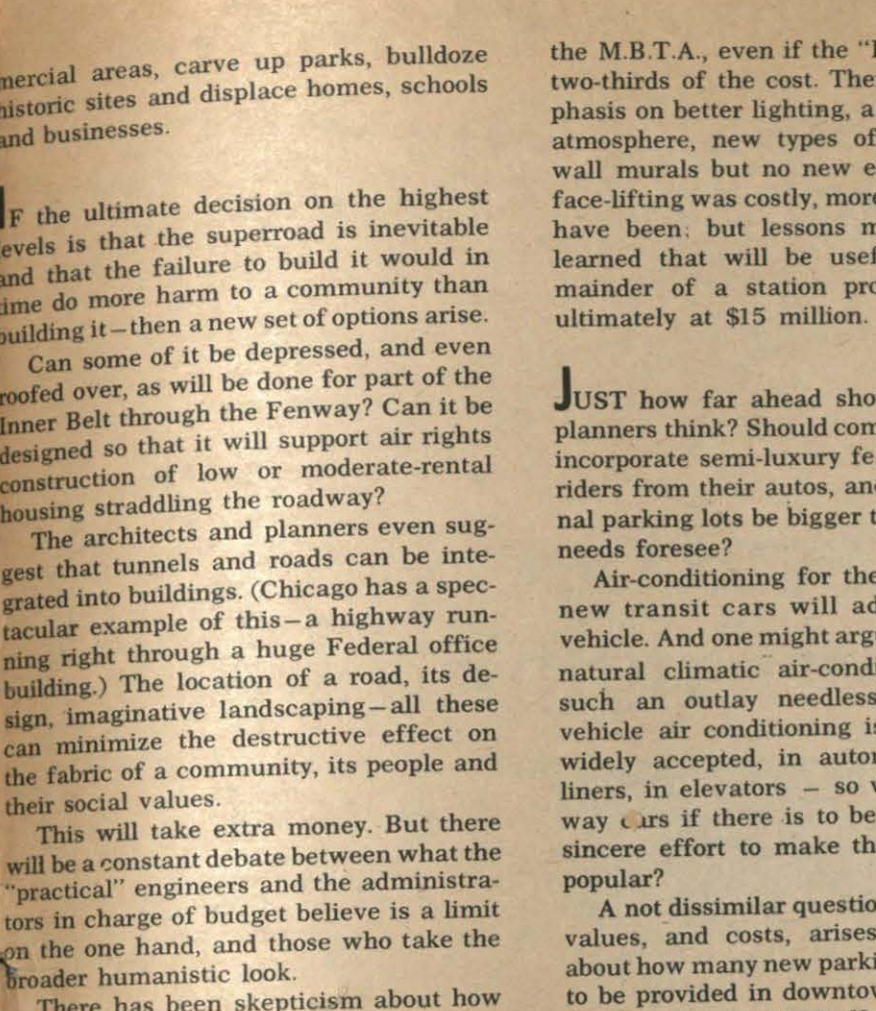

Proposed rapid transit train for the M.B.T.A.'s South Shore line to Braintree.

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Elaine Thompson (now employed as a clerk-typist) is interviewed by Lee Pledger, personnel assistant. Miss Thompson, originally from Sudbury, lives in Boston. Miss Pledger is from Brookline.

In the employees' lounge Miss Thompson joins two other prospective employees for a tour of the offices with Miss Pledger. Jeanette Hyatt (now employed as a clerk-typist) is from Dorchester, Valerie Pelham (now a payment analyst) is from Medford.

Interview with Staff Supervisor Edward C. Hall, C.L.U., leads to Miss Thompson's new job in Input Processing. Mr. Hall resides in Hingham.

The problem is ours and that of other fellow advertisers here. The problem is to fill the increasing number of jobs opening up for clerks, stenographers, secretaries, key punch operators and for technical and administrative positions. This is the kind of problem that spells opportunity for many people in Boston and the whole greater Boston area. And it isn't just the opportunity to get a job or to shop around for the ideal job. At New England Life we're putting emphasis on learning while working. Young men and women (or older men and women for that matter) can earn a regular salary while they increase their skills and learn new ones.

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Our problem may mean real opportunity for those who'd like the red carpet treatment.

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